

UTAH VALLEY UNIVERSITY

Institutional Residence Budget 2016-17

June 16, 2016

Category	2015-16 Budget		2016-17 Budget	
	Appropriated	Total	Appropriated	Total
Utilities	\$8,500	\$8,500	\$8,900	\$8,900
Routine Care	\$2,500	\$2,500	\$2,500	\$2,500
Remodeling, Major Repairs		\$0		\$0
Repairs, Maintenance of Structure		\$0		\$0
Repairs, Maintenance, and Replacement of Furniture, Furnishings and Equipment	\$2,000	\$2,000	\$2,000	\$2,000
Wood Shutters	\$2,000	\$2,000	\$0	\$0
Miscellaneous Repairs, Maintenance, and Replacement of Furniture, Furnishings and Equipment	\$8,000	\$8,000	\$8,000	\$8,000
New Furniture, Furnishings, and Equipment	\$3,000	\$3,000	\$3,000	\$3,000
Remodel and Addition		\$0		\$0
Custodial and Domestic Assistance	\$6,000	\$6,000	\$6,000	\$6,000
Contingency	\$8,940	\$8,940	\$10,540	\$10,540
TOTAL	\$40,940	\$40,940	\$40,940	\$40,940



Utah Valley University

2016-17 Operating Budget

Prepared for Board of Trustees
June 16, 2016

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Utah Valley University Budget Staff

Linda Makin

Vice President for Planning, Budget, and Human Resources

Ellen Sweat

Director of Budgets

Susan Palmer

Budget Analyst

Amber Reid

Budget Technician

Introduction

In accordance with Utah State Board of Regents' policies, the Board of Trustees (Board) annually reviews and approves Utah Valley University's Institutional Discretionary and Auxiliary Services operating budgets. Historically, UVU's Board has also approved the appropriated operating budget.

Presented for review and approval at the June 16, 2016, board meeting are UVU's 2016-17 appropriated operating revenue and expenditure budget, Institutional Discretionary revenue and expenditure budget, Auxiliary Services operating revenue and expenditure budget, and other key program/services budgets.

Original Budget Summary and History

	2012-13	2013-14	2014-15	2015-16	2016-17	Change 2015-16 to 2016-17	% Change 2015-16 to 2016-17
Appropriated							
Education and General	\$162,749,300	\$164,806,300	\$192,606,000	\$204,102,500	\$220,012,600	\$15,910,100	7.80%
Educationally Disadvantaged	\$158,400	\$160,300	\$163,000	\$166,500	\$170,400	\$3,900	2.34%
TOTAL Appropriated	\$162,907,700	\$164,966,600	\$192,769,000	\$204,269,000	\$220,183,000	\$15,914,000	7.79%
Auxiliaries							
Bookstore	\$11,496,941	\$10,327,250	\$8,826,188	\$9,046,410	\$9,071,370	\$24,960	0.28%
Dining Services	\$3,698,629	\$3,985,490	\$3,890,250	\$4,434,885	\$4,443,977	\$9,092	0.21%
Student Center Services	\$1,950,000	\$1,850,000	\$1,850,000	\$1,815,000	\$1,976,409	\$161,409	8.89%
Student Life & Wellness Center		\$703,134	\$2,260,800	\$2,438,100	\$2,841,854	\$403,754	16.56%
Other Programs							
Athletics	\$4,572,806	\$6,618,753	\$5,308,000	\$6,156,000	\$6,206,562	\$50,562	0.82%
Community and Continuing Ed.	\$752,897	\$757,502	\$673,300	\$682,014	\$810,896	\$128,882	18.90%
Student Health Services	\$546,147	\$490,000	\$502,995	\$517,000	\$483,181	-\$33,819	-6.54%
Student Programs	\$3,147,414	\$2,900,000	\$2,600,000	\$2,856,550	3,336,325	\$479,775	16.80%
TOTAL Auxiliaries/Other Programs	\$26,164,834	\$27,632,129	\$25,911,533	\$27,945,959	\$28,687,393	\$1,224,615	2.65%
Institutional Discretionary							
Institutional Interest Income	\$1,051,325	\$980,345	\$920,007	\$1,040,000	\$1,341,000	\$301,000	28.94%
Unrestricted Gifts	\$107,424	\$118,474	\$114,720	\$103,784	\$117,907	\$14,123	13.61%
TOTAL Institutional Discretionary	\$1,158,749	\$1,098,819	\$1,034,727	\$1,143,784	\$1,458,907	\$315,123	27.55%

Table 1

Appropriated Operating Budget

Utah Valley University has two line items appropriated by the Legislature—Education and General (primary operating budget) and Educationally Disadvantaged. Revenue and expenditure budgets are presented for each of these line items.

Education and General

Revenue consists of two primary sources:

- Tax Funds—general fund and education fund
- Dedicated Credits—tuition, specific fees (for example, admissions, graduation), and other income as outlined in Regents’ policy

Budgeted tax fund revenues match the base budget appropriation bills for FY17 and reflect an ongoing base increase of 4.66 percent—\$4,489,500. Dedicated credits revenue is based on FY16 projected revenues adjusted for tuition increase, enrollment change, scholarship (tuition waivers) changes, etc., resulting in a base increase of 10.6 percent—\$11,420,600.

Enrollment Change

After several years of enrollment decline due to LDS mission age change, Fall 2015 headcount enrollments nearly matched UVU’s previous highest Fall enrollment in 2011.

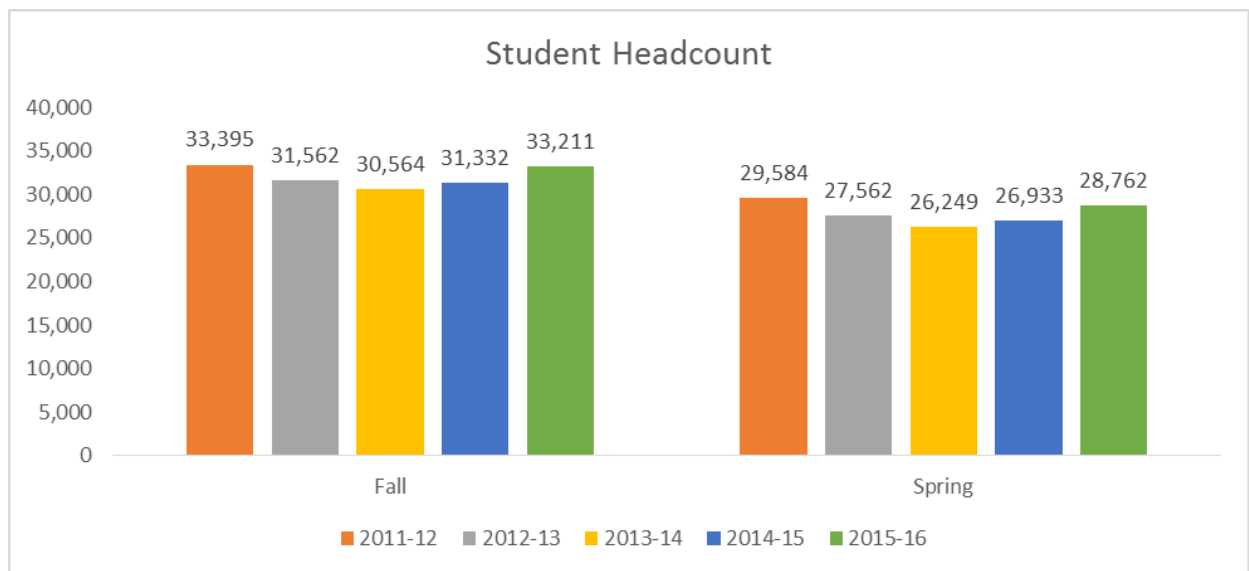


Figure 1

2015-16 TO 2016-17 Revenue Changes			
Education and General	2015-16 Initial Budget	Changes for 2016-17 Budget	2016-17 Initial Budget
Tax Funds	\$96,401,700	\$4,489,500	\$100,891,200
Salary/Wage Adjustment (Senate Bill 8)		\$2,074,700	
Medical Rate Increase (Senate Bill 8)		\$1,197,700	
Market Demand Programs (House Bill 2)		\$578,800	
Engineering Initiative (House Bill 2)		\$375,000	
Performance-Based Funds (House Bill 2)		\$263,300	
Dedicated Credits	\$107,700,800	\$11,420,600	\$119,121,400
2016-17 First Tier Tuition Increase		\$3,700,000	
2015-16 Enrollment Based Tuition Revenue Increase		\$11,407,420	
2015-16 Enrollment Based and 2016-17 New Tuition Waivers		-\$4,008,282	
Fees (admissions, graduation, late payment)		\$338,954	
Other (write-offs/collections, rental, etc.)		-\$17,493	
TOTAL	\$204,102,500	\$15,910,100	\$220,012,600
		7.80%	

Table 2

The overall revenue increase for 2016-17 of **\$15,910,100** represents a **7.80%** change. Tax funds comprise **45.86%** of total revenue compared to **47.23%** percent for 2015-16.

2016-17 Education & General Revenue Budget \$220,012,600

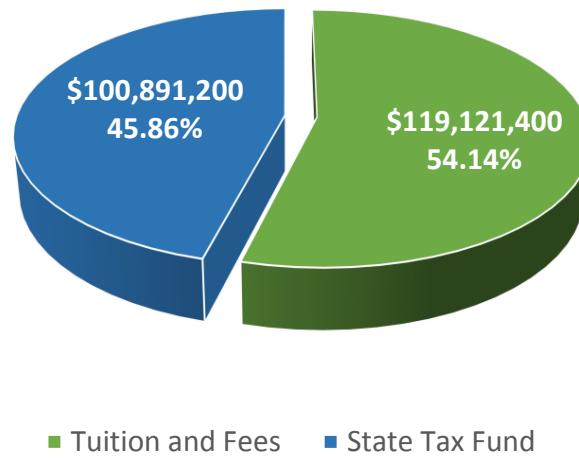


Figure 2

2016-17 Education & General Revenue Budget

Revenue Source	Initial Budget			
	2015-16	2016-17	\$ Change	% Change
State Tax Fund				
General Fund	\$57,893,800	\$57,893,800	\$0	0.00%
Education Fund	\$38,507,900	\$42,997,400	\$4,489,500	11.66%
Dedicated Credits				
Tuition and Fees	\$107,549,800	\$118,970,400	\$11,420,600	10.62%
Other Income	\$151,000	\$151,000	\$0	0.00%
TOTAL Education and General	\$204,102,500	\$220,012,600	\$15,910,100	7.80%

Table 3

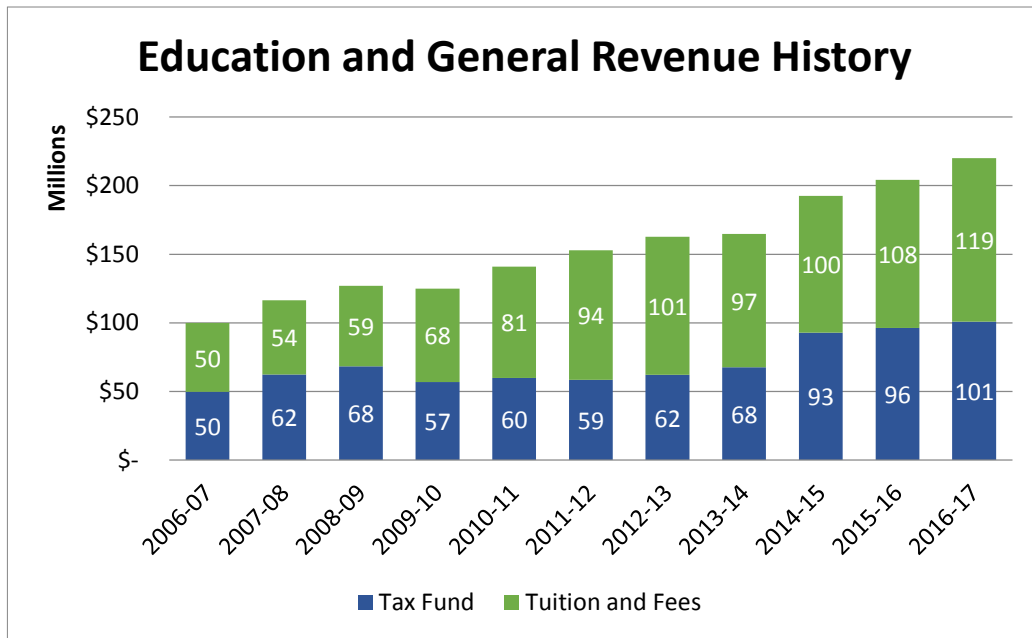


Figure 3

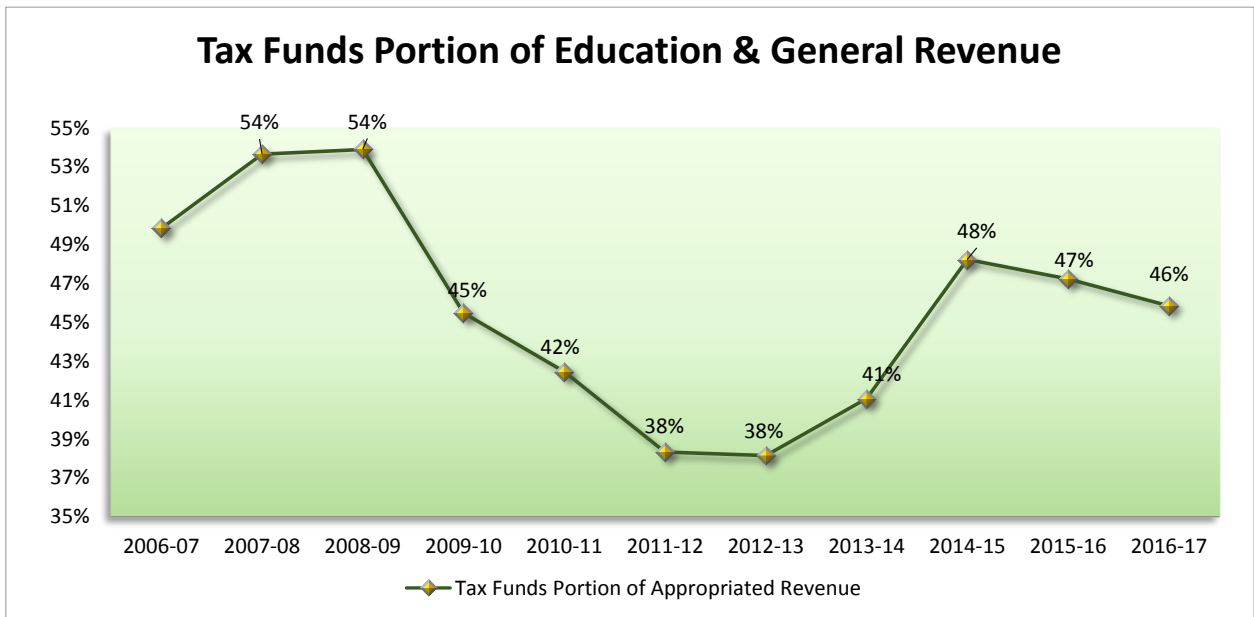


Figure 4

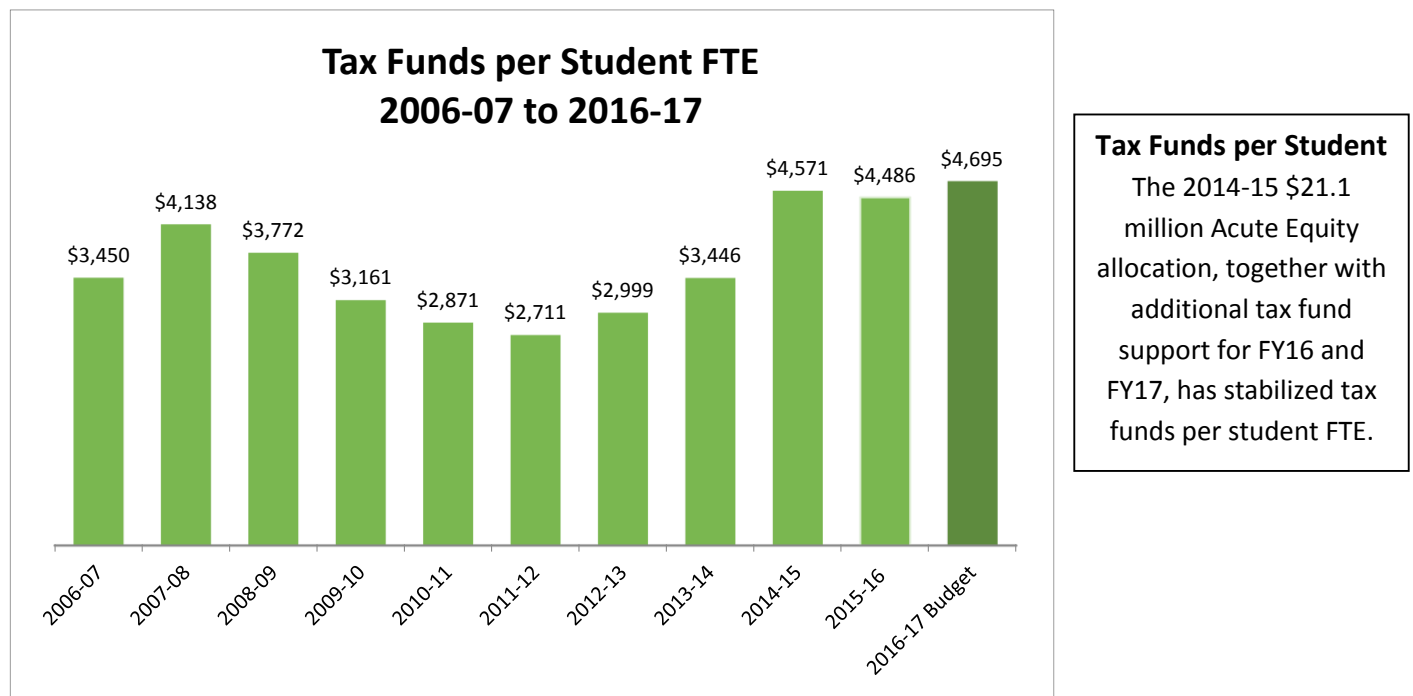


Figure 5

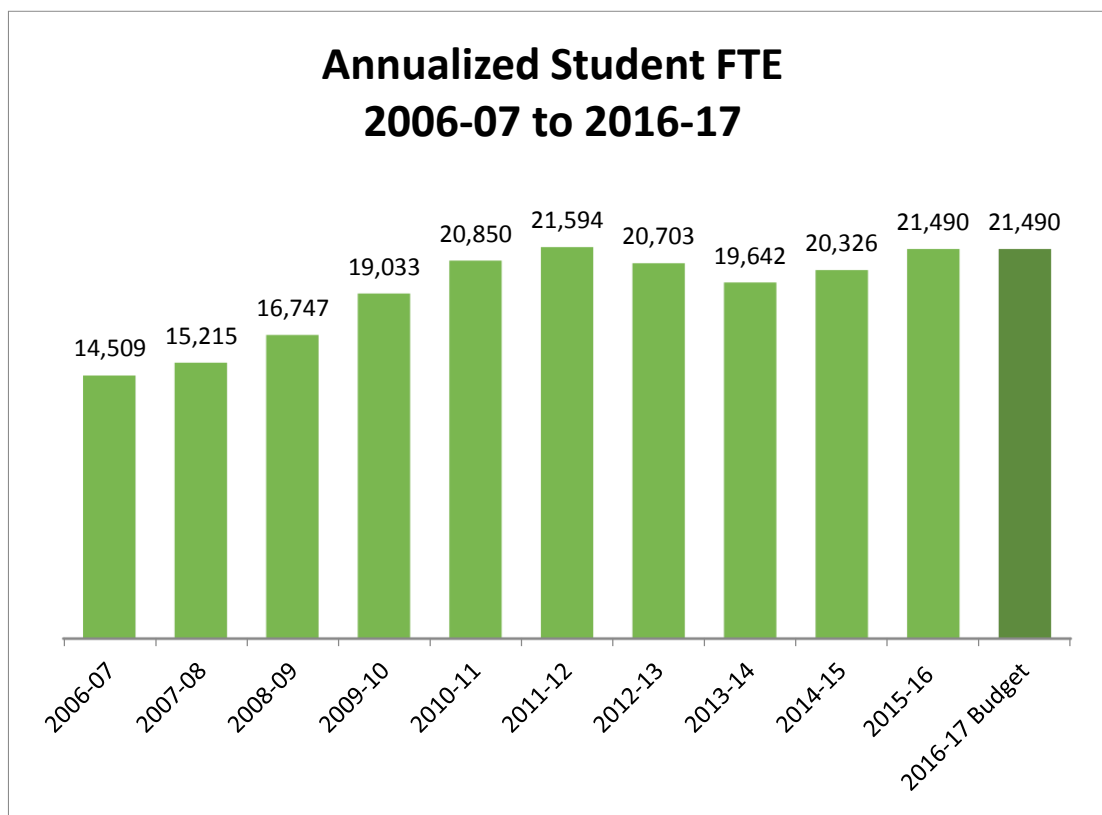


Figure 6

Enrollment
 Since 2007-08 (the institution's last year as UVSC), Fall enrollment has increased by **9,371 (39.3 percent.)**

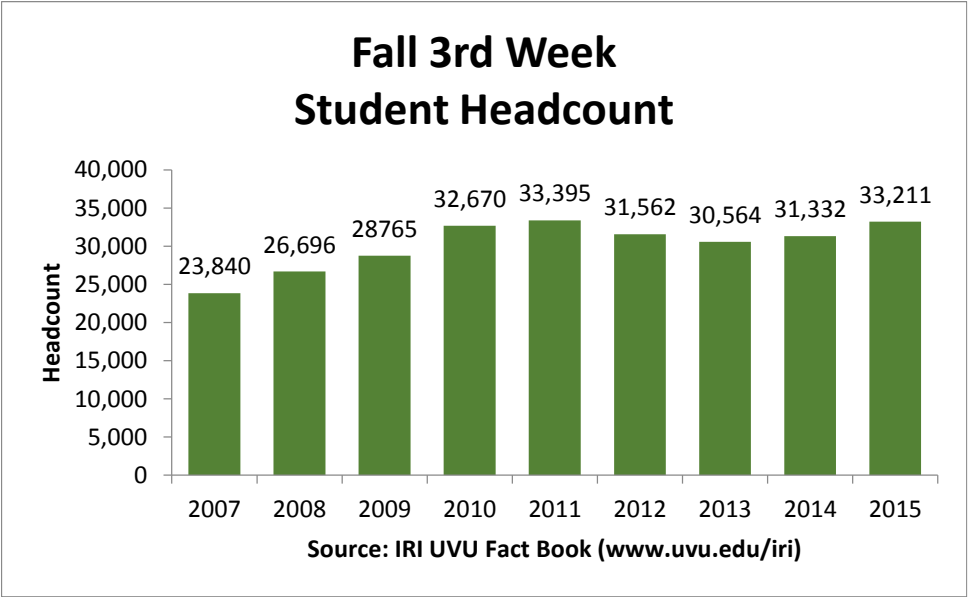
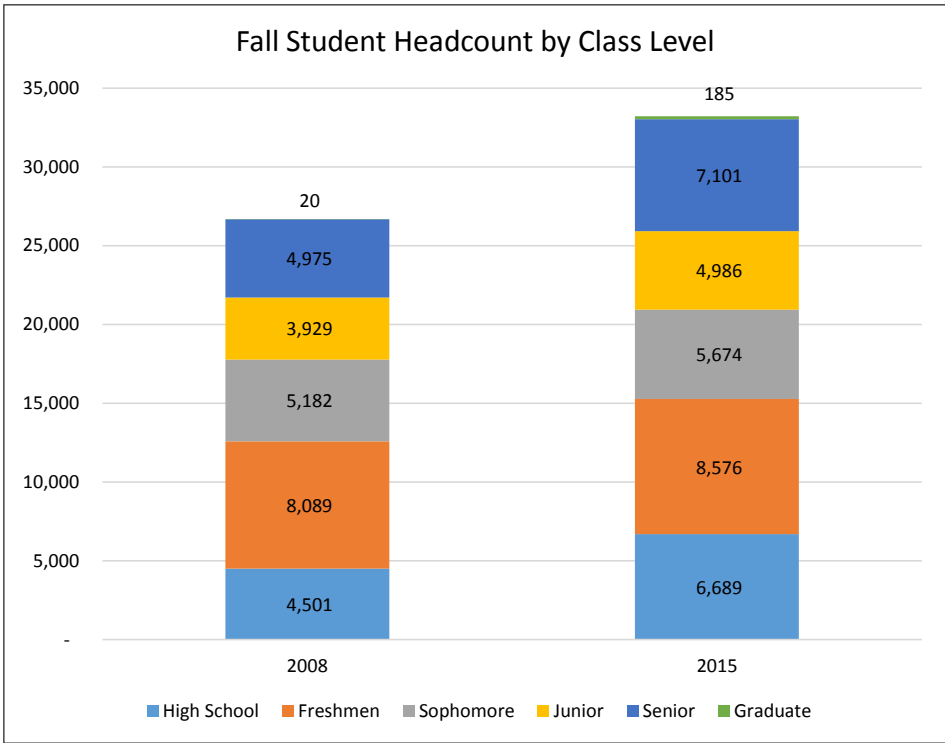


Figure 7



Class Level
 Each class has experienced growth with the most significant growth occurring in high school concurrent enrollment and the senior class.

Figure 8

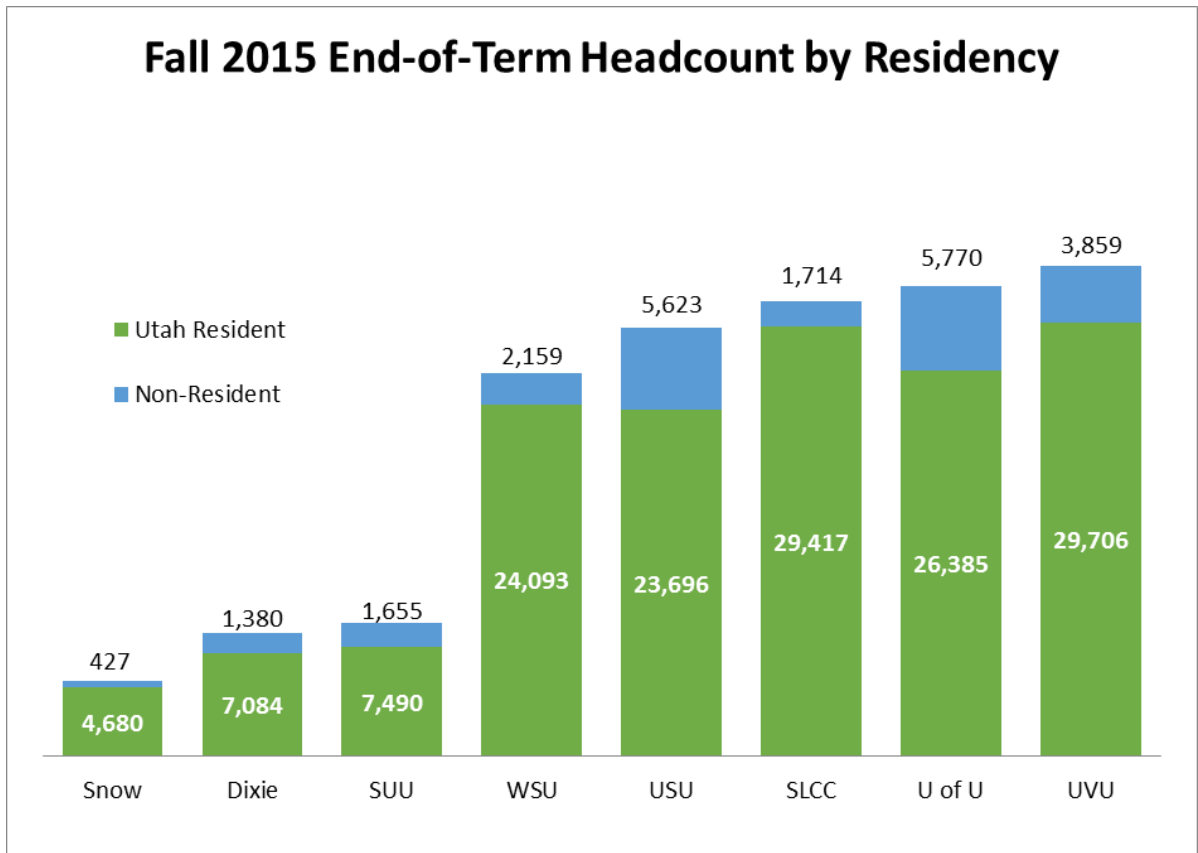
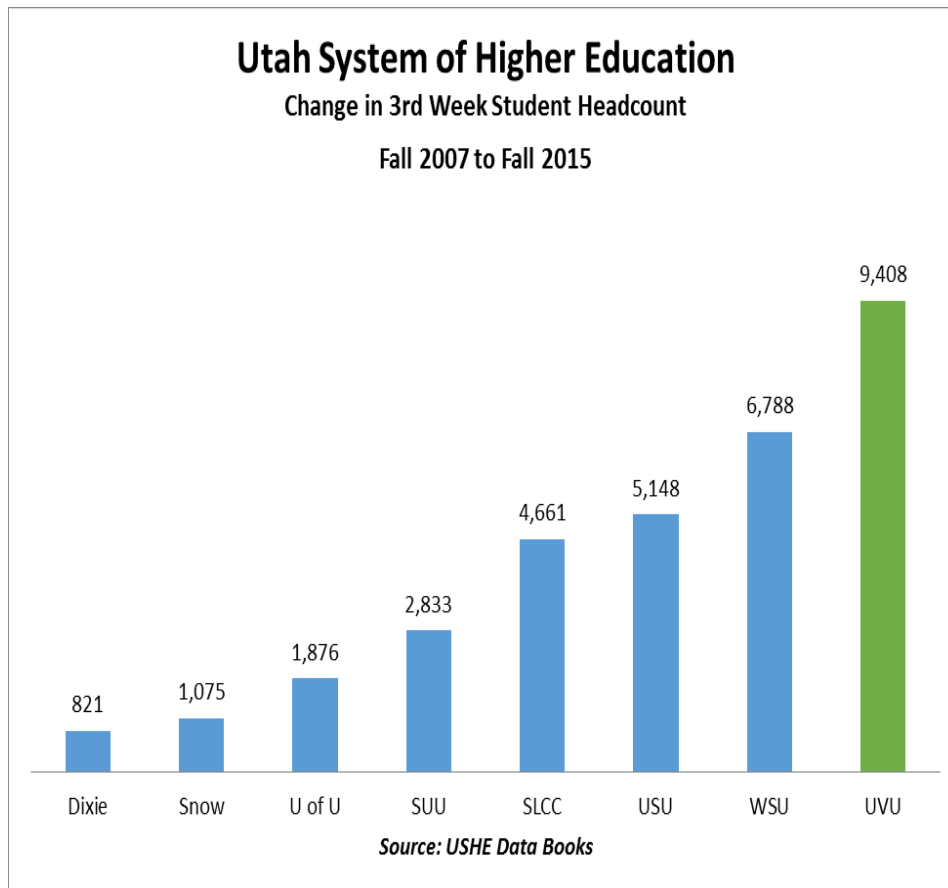


Figure 9

Resident Enrollment

In Fall 2015, UVU enrolled both the largest number of total students and Utah residents.



Student Headcount
 Since 2007, UVU has experienced the largest student headcount growth and the second largest percentage change in total student headcount in USHE.

Figure 10

3rd Week Headcount											
	2007	2008	2009	2010	2011	2012	2013	2014	2015	Growth	Growth %
UVU	23,803	23,840	28,765	32,670	33,395	31,556	30,564	31,332	33,211	9,408	39.52%
WSU	19,167	18,306	23,331	24,126	25,483	26,680	25,301	26,266	25,955	6,788	35.42%
USU	23,474	24,421	27,238	28,401	28,994	28,786	27,812	27,662	28,622	5,148	21.93%
SLCC	24,153	25,144	33,776	33,983	33,167	30,112	31,137	29,537	28,814	4,661	19.30%
SUU	6,048	7,057	8,066	8,024	7,750	8,297	7,745	7,656	8,881	2,833	46.84%
U of U	29,797	30,228	31,407	32,671	31,673	32,398	32,080	31,515	31,673	1,876	6.30%
Snow	4,036	3,745	4,368	4,387	4,465	4,599	4,605	4,779	5,111	1,075	26.64%
Dixie	7,682	5,944	7,911	8,755	9,086	8,863	8,350	8,570	8,503	821	10.69%

Table 4

UVU Tuition and Fees History

Resident Undergraduate Two Semesters

Academic Year	Tuition	Tuition & Fees
2007-08	\$3,000	\$3,528
2008-09	\$3,188	\$3,752
2009-10	\$3,464	\$4,048
2010-11	\$3,672	\$4,288
2011-12	\$3,944	\$4,584
2012-13	\$4,122	\$4,786
2013-14	\$4,368	\$5,086
2014-15	\$4,542	\$5,270
2015-16	\$4,840	\$5,530

Table 5

2016-17 Tuition & Fees

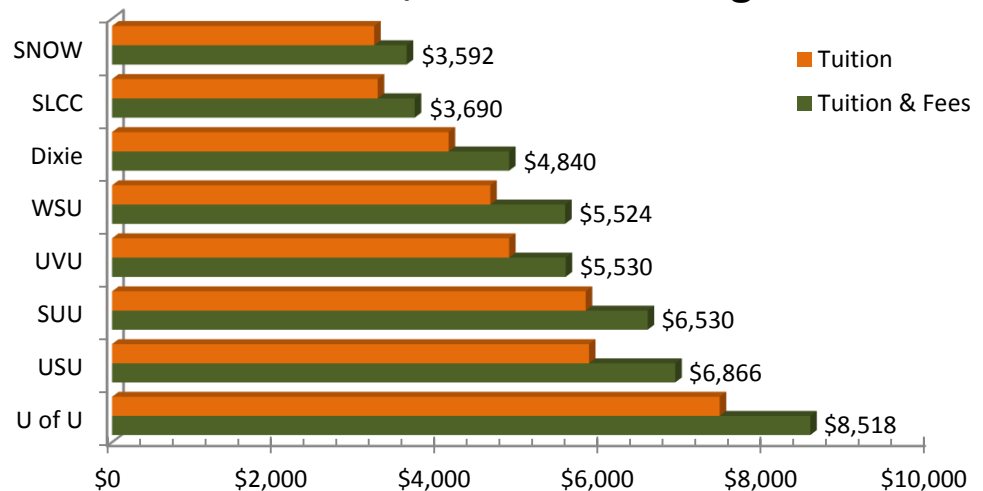
The Board of Regents approved a 3.5% tuition increase and 2.5% general fee decrease (the second reduction in the past two decades) for an overall tuition and fee increase of 2.7% (the second lowest percentage increase in the past two decades).

(Appendix A)

Affordability
UVU is one of the most affordable universities in the state with tuition and fees nearly equal to Weber State University and \$1,000 less than SUU.

2016-17 USHE Tuition and Fees

Academic Year, Resident Undergraduate



Source: State Board of Regents (www.higheredutah.org)

Figure 11

Tuition and Fee Increase

Since 2011-12, UVU's cumulative tuition and fee percentage increase has been the second lowest among the USHE institutions.

USHE Tuition and Fees Two Semesters, Resident Undergraduate Students 2011-12 to 2016-17								
Institution	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	Change from 2011-12 to 2016-17	% Change from 2011-12 to 2016-17
SUU	\$5,198	\$5,577	\$5,924	\$6,138	\$6,300	\$6,530	\$1,332	25.6%
U of U	\$6,830	\$7,139	\$7,457	\$7,895	\$8,197	\$8,518	\$1,688	24.7%
Dixie	\$3,888	\$4,089	\$4,285	\$4,456	\$4,620	\$4,840	\$952	24.5%
USU	\$5,564	\$5,931	\$6,185	\$6,497	\$6,663	\$6,866	\$1,302	23.4%
Snow	\$2,910	\$3,086	\$3,220	\$3,389	\$3,484	\$3,592	\$682	23.4%
WSU	\$4,547	\$4,768	\$4,990	\$5,184	\$5,339	\$5,524	\$977	21.5%
UVU	\$4,570	\$4,586	\$5,086	\$5,270	\$5,386	\$5,530	\$960	21.0%
SLCC	\$3,052	\$3,170	\$3,342	\$3,469	\$3,569	\$3,690	\$638	20.9%
Undergraduate Average	\$4,570	\$4,793	\$5,061	\$5,287	\$5,445	\$5,636	\$1,066	23.3%

Table 6

Expenditures

The expenditure budget implements the resource allocations determined through legislative intent, the tuition increase process, and UVU's PBA process as outlined in President Holland's campus-wide forum (*Hoagies with Holland*) on April 20, 2016. The Board's involvement in the budget process has included approval of tuition, approval of 2016-17 compensation plan, and review of legislative outcomes.

UVU utilizes a Planning, Budgeting, and Assessment (PBA) process which guides UVU in its strategic planning, resource allocations, and assessment.

2015-16 Planning, Budget & Assessment (PBA) Cycle

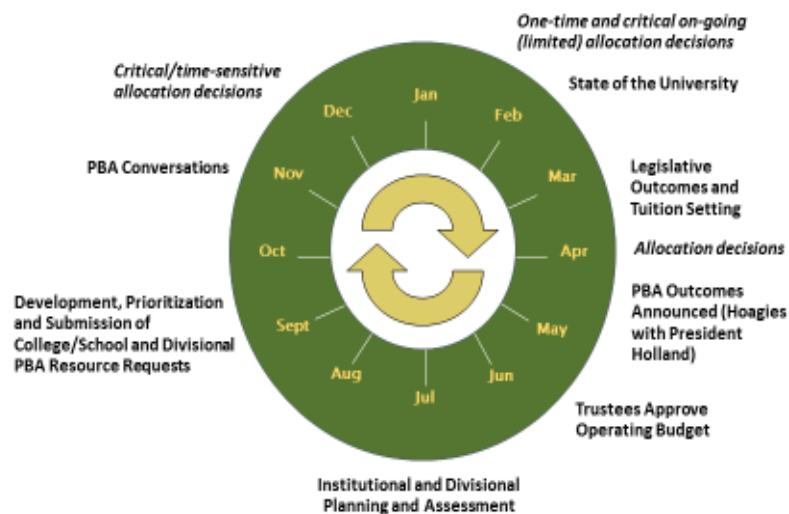


Figure 12

New Allocations and Reallocations

New revenue allocations and resource reallocations support UVU's Mission, Core Themes—Student Success, Engaged, Serious, and Inclusive—and Administrative Imperatives—Manage Growth, Operate Effectively, and Secure Resources (Appendix B). The allocation detail, presented at the *Hoagies with Holland* forum, identifies initiatives funded in support of the Core Themes and Administrative Imperatives (Appendix C). The remaining \$881,991 of acute equity funding was allocated in alignment with objectives identified during the 2014 legislative session. Summary and detail of the overall allocation of acute equity funding can be found in Appendix D.

Highlights of changes from these new resource allocations (including previously unallocated Acute Equity) and existing resource reallocations include:

❖ **COMPENSATION (Appendix E)**

- All salaried employees -- \$625 base increase
- Targeted market equity and merit/retention increases for faculty, staff, and executives
- Adjunct faculty 2.75 % increase
- Hourly staff 2.5% increase
- Medical premium and LTD premium increases

❖ **STUDENT SUCCESS**

- Area of Focus 1--Improve Student Retention and Completion
 - Reduce student-to-advisor ratio
4 academic advisors
 - Improve general education/math completion
 - 1 tenure track and 2 lecturer faculty
 - Math placement testing and completion initiatives
 - Improve onboarding-through-graduation student support programs/services
- Improve access to full-time faculty
 - 8 tenure track and 3 lecturer faculty
- Enhance student and academic support services
 - 3 staff and hourly staff
 - Tutoring support
- Enhance NCAA athletics programs
 - Hourly staff and student-athlete financial aid

❖ **INCLUSIVE**

- Strengthen student support services
 - 1 staff
 - Hourly staff and programmatic support for multicultural services
- Area of Focus 2—Provide access and opportunity for a broad range of students in meeting regional educational needs
 - Implement new programs including master's degrees
 - 1 tenure track faculty and 1 staff
 - Implement new academic programs—Autism, Unmanned Aircraft, Master of Public Service, Master of Social Work
 - Expand existing, industry-critical programs
 - 6 tenure track faculty and 2 staff
 - Hourly faculty and programmatic support for STEM and Nursing programs
 - Implement/expand innovative pedagogy including large sections, online/hybrid courses and programs
 - 1 tenure track faculty and 2 staff
 - Operating funds for Distance Education and Extended Education
 - Adapt/expand to meet student demand/enrollment growth
 - 2 tenure track faculty, 1 staff, and programmatic support for additional MBA cohort

❖ SERIOUS

- Enhance academic programs/services support
 - 1 non-tenure track faculty and 5 staff
 - Library databases and hourly staff
- Remodel/enhance academic facilities
 - Improve efficiency and capacity; respond to enrollment demands

❖ ENGAGED

- Expand and enhance engaged learning and career exploration opportunities
 - 1 staff
 - Student undergraduate research, performance, and competition support

❖ MANAGE GROWTH

- Increase sections, hourly faculty, and support services to meet enrollment growth
 - Hourly faculty

❖ OPERATE EFFECTIVELY

- Support instructional and institutional assessment and improvement
 - ePortfolio
- Area of Focus 3—Operate effectively and efficiently
 - Strengthen culture of compliance/reduce risk
 - 1 lecturer and 3 staff
 - Hourly staff and programmatic support for risk management
 - Implement innovative professional practices and technology
 - Software, licenses, and implementation support for new technology systems and automated processes
 - Provide staffing and operating funds to support existing programs/services
 - 4 staff
 - Budget stabilization
 - Transition funding for key institutional grant-funded programs
 - Student fee reduction
 - Restore/adjust institutional contingencies
 - Develop and maintain facilities and infrastructure
 - Facilities enhancements, remodels and maintenance
 - Facility remodeling
 - 2 staff
 - Operations and maintenance
 - Support and sustain technology solutions, systems, and infrastructure
 - 2 staff
 - Hourly staff and software inflation
 - Fiber connection to Vineyard

❖ SECURE RESOURCES

- Enhance Development and Alumni Relations support/operations
 - 3 staff
 - Programmatic support

**Expenditure
Summary**

UVU reports
expenditures in
compliance with
NACUBO functional
and natural
classifications.

FUNCTIONAL CLASSIFICATION	MAJOR ACTIVITIES
Instruction	Instructional Faculty and Departmental Costs
Public Service	Small Business Development Center
Academic Support	Deans, Academic Administration, and School Level Costs
Library	Professional Librarians, Library Reference Materials
Student Services	Registrar, Admissions, Financial Aid Administration, Advisement, and Career Services
Athletics	Athletic Administration
Institutional Support	Executive Management, Technology Services, Purchasing, Financial Services, and Human Resources
Operations & Maintenance Plant	Building Maintenance, Plant Personnel, Utilities, etc.
Scholarships/Needs-Based Aid	Financial Aid, Scholarships, and Work Study

Table 7

Education & General Base Operating Budget				
by Functional Classification				
Comparison for 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	%Change
Instruction	\$99,889,480	\$112,575,676	\$12,686,196	11.27%
Public Service	\$268,480	\$245,917	-\$22,563	-9.18%
Academic Support				
Library	\$3,611,468	\$3,854,410	\$242,942	6.30%
Other Academic Support	\$21,282,188	\$21,986,687	\$704,499	3.20%
Student Services				
Athletics	\$2,976,087	\$3,274,012	\$297,925	9.10%
Other Student Services	\$16,069,228	\$17,572,456	\$1,503,228	8.55%
Institutional Support	\$39,090,320	\$38,756,730	-\$333,590	-0.86%
Scholarship/Need-based Aid	\$1,774,500	\$1,949,500	\$175,000	8.98%
O&M Plant	\$19,140,749	\$19,797,212	\$656,463	3.32%
Total Expenditures	\$204,102,500	\$220,012,600	\$15,910,100	7.23%

Table 8

2016-17 Education & General Base Operating Budget by Functional Classification

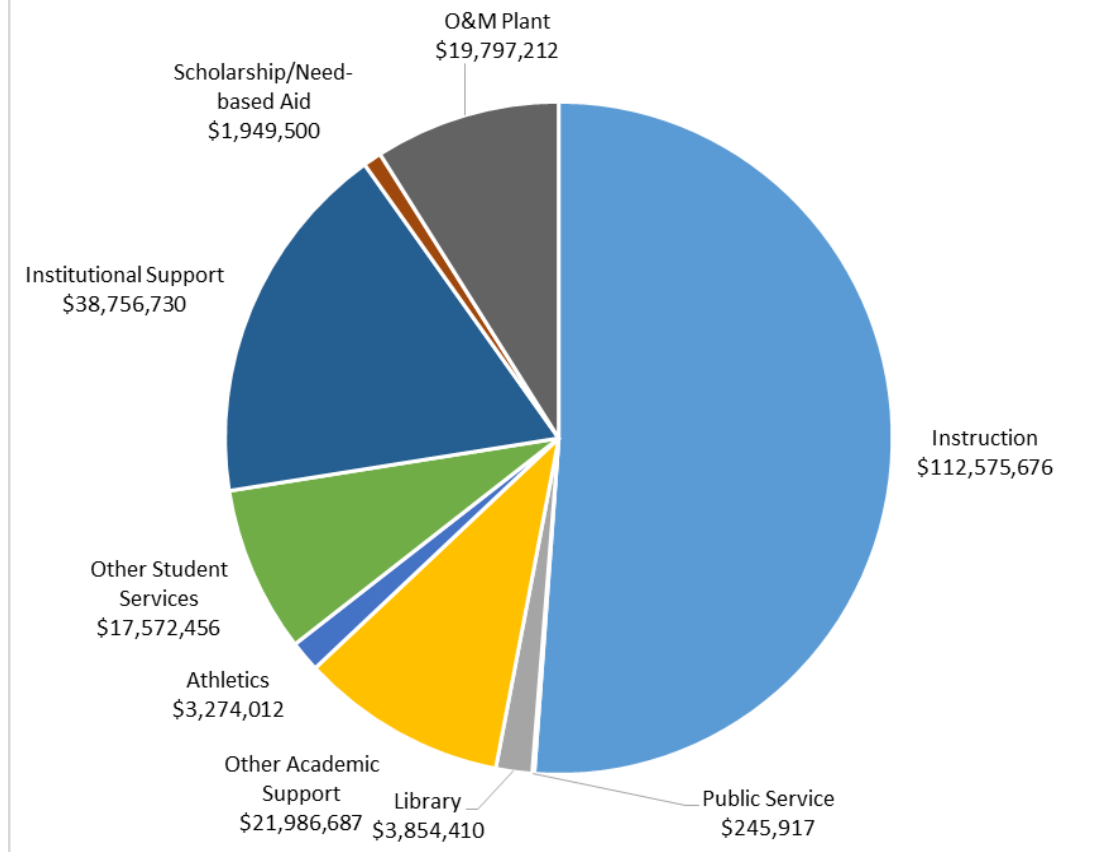


Figure 13

Percent of Budget by Functional Classification					
	2012-13	2013-14	2014-15	2015-16	2016-17
Instruction	50.8%	50.9%	50.0%	48.9%	51.2%
Public Service	0.1%	0.1%	0.1%	0.1%	0.1%
Academic Support	8.9%	8.9%	9.3%	10.4%	10.0%
Library	1.9%	1.9%	1.7%	1.8%	1.8%
Student Services	8.1%	8.6%	9.0%	7.9%	8.0%
Athletics	1.6%	1.6%	1.5%	1.5%	1.5%
Institutional Support	18.6%	17.7%	18.5%	19.2%	17.6%
O&M Plant	9.6%	9.8%	9.3%	9.4%	9.0%
Scholarships	0.4%	0.5%	0.6%	0.9%	0.9%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%

Table 9

Education & General Base Operating Budget				
by Natural Classification				
Comparison for 2015-16 and 2016-17				
EDUCATION AND GENERAL				
	2015-16	2016-17	\$ Change	% Change
Faculty Salaries	\$44,600,142	\$47,986,996	\$3,386,854	7.59%
Faculty Hourly	\$13,578,582	\$15,070,521	\$1,491,939	10.99%
Executive Salaries	\$4,258,428	\$4,409,469	\$151,041	3.55%
Staff Salaries	\$47,779,033	\$51,371,147	\$3,592,114	7.52%
Staff Hourly	\$8,162,425	\$9,047,559	\$885,134	10.84%
Total Salaries & Wages	\$118,378,610	\$127,885,692	\$9,507,082	8.03%
Employee Benefits	\$50,723,644	\$54,541,307	\$3,817,663	7.53%
Total Personnel Services	\$169,102,254	\$182,426,999	\$13,324,745	7.88%
Current Expense	\$28,183,449	\$30,362,064	\$2,178,615	7.73%
Travel	\$923,609	\$1,123,445	\$199,836	21.64%
Capital Equipment	\$537,933	\$550,683	\$12,750	2.37%
Fuel & Power	\$3,580,755	\$3,599,909	\$19,154	0.53%
Scholarships	\$1,774,500	\$1,949,500	\$175,000	9.86%
Total Expenditures	\$204,102,500	\$220,012,600	\$15,910,100	7.80%

Table 10

2016-17 Education & General Base Operating Budget by Natural Classification

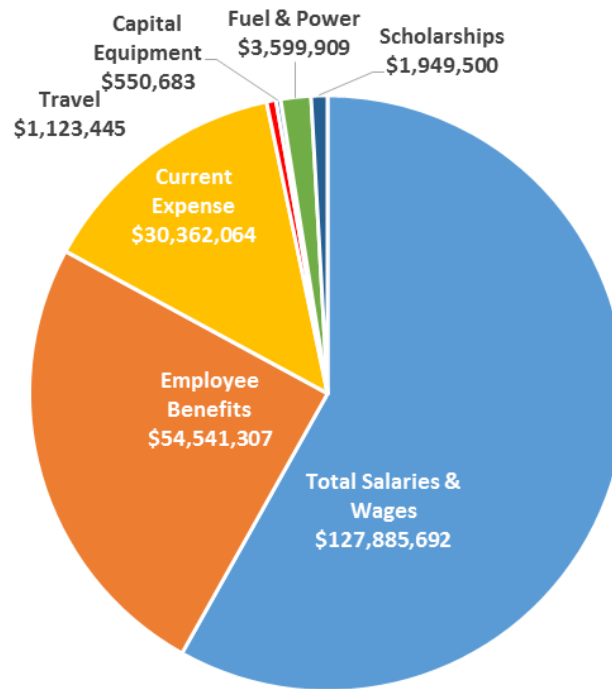


Figure 14

Percent of Budget by Natural Classification					
	2012-13	2013-14	2014-15	2015-16	2016-17
Salaries & Wages	59.8%	59.6%	55.4%	58.0%	58.1%
Benefits	23.9%	25.7%	23.2%	24.9%	24.8%
Current Expense	13.1%	11.3%	18.3%	13.8%	13.8%
Travel	0.5%	0.4%	0.4%	0.5%	0.5%
Capital Equipment	0.4%	0.4%	0.3%	0.3%	0.3%
Fuel & Power	2.0%	2.0%	1.8%	1.8%	1.6%
Scholarship	0.4%	0.7%	0.6%	0.9%	0.9%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%

Table 11

Educationally Disadvantaged

Revenue

Revenue consists solely of tax funds: general fund and education fund. Budgeted tax fund revenues match the base budget appropriation bills for FY17 and reflect an ongoing base increase of 2.3 percent.

2015-16 to 2016-17 Revenue Changes

Educationally Disadvantaged	2015-16 Initial Budget	Changes for 2016-17 Budget	2016-17 Initial Budget
Tax Funds	\$166,500		\$170,400
Cost of Living Adjustment (Senate Bill 8)		\$2,800	
Medical Rate Increase (Senate Bill 8)		\$1,100	
Total	\$166,500	\$3,900	\$170,400

Table 12

2016-17 OPERATING BUDGET REVENUE

Educationally Disadvantaged	
Revenue Source	Initial Budget (Base Operating Budget)
State Tax Fund	
General Fund	\$138,900
Education Fund	\$31,500
Total Educational Disadvantaged	\$170,400

Table 13

Appropriated Base Operating Budget

by Functional Classification

Comparison for 2015-16 and 2016-17

Educationally Disadvantaged		
	2014-15	2015-16
Student Services		
Other Student Services	\$166,500	\$170,400
Total Expenditure	\$166,500	\$170,400

Table 14

Educationally Disadvantaged Appropriated Base Operating Budget				
by Functional Classification				
Comparison for 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
Staff Salaries	\$100,369	\$101,772	\$1,403	1.40%
Staff Hourly	\$20,500	\$20,434	-\$66	-0.32%
Total Salaries & Wages	\$120,869	\$122,206	\$1,337	1.11%
Employee Benefits	\$45,631	\$48,194	\$2,563	5.62%
Total Personnel Services	\$166,500	\$170,400	\$3,900	2.34%
Current Expense	\$0	\$0	\$0	0.00%
Total Expenditure	\$166,500	\$170,400	\$3,900	2.34%

Table 15

Auxiliaries Operating Budget

Utah Valley University has four Auxiliaries (as defined by the Board of Regents)—Bookstore, Dining Services, Student Center Services, and Student Life & Wellness Center. Revenue and expenditure budgets are presented for each of these Auxiliaries.

Revenue

Revenue consists of three sources:

- General Student Fees
- Sales and Services
- Other income including rental income

Revenue beyond expenditures is committed to support the debt service on bonds.

Expenditures

Auxiliaries participate in UVU's PBA process and are subject to the same compensation changes as appropriated budgets.

Bookstore Operating Budget Comparison for Fiscal Years 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
REVENUE				
Sales & Services	\$9,046,410	\$9,071,370	\$24,960	0.28%
Student Fees	\$0	\$0	\$0	0.00%
Other Income	\$0	\$0	\$0	0.00%
TOTAL REVENUE	\$9,046,410	\$9,071,370	\$24,960	0.28%
EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$627,896	\$665,227	\$37,331	5.95%
Hourly Staff	\$471,000	\$488,000	\$17,000	3.61%
Benefits	\$477,333	\$479,310	\$1,977	0.41%
Current Expense	\$500,000	\$500,000	\$0	0.00%
Cost of Goods Sold	\$6,875,272	\$6,894,241	\$18,969	0.28%
Travel	\$19,000	\$11,500	-\$7,500	-39.47%
Capital	\$0	\$0	\$0	0.00%
Subtotal Expenditures	\$8,970,501	\$9,038,278	\$67,777	0.76%
Transfers				
Transfer to Bond Payment	\$75,909	\$33,092	-\$42,817	-56.41%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	\$75,909	\$33,092	-\$42,817	-56.41%
TOTAL EXPENDITURE/TRANSFERS	\$9,046,410	\$9,071,370	\$24,960	0.28%

Table 16

Dining Services Operating Budget Comparison for Fiscal Years 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
REVENUE				
Sales & Services	\$4,434,885	\$4,443,977	\$9,092	0.21%
Student Fees	\$0	\$0	\$0	0.00%
Other Income	\$0	\$0	\$0	0.00%
TOTAL REVENUE	\$4,434,885	\$4,443,977	\$9,092	0.21%
EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$456,507	\$535,351	\$78,844	17.27%
Hourly Staff	\$990,184	\$953,547	-\$36,637	-3.70%
Benefits	\$297,891	\$408,074	\$110,183	36.99%
Current Expense	\$465,841	\$479,816	\$13,975	3.00%
Cost of Goods Sold	\$1,936,178	\$1,829,688	-\$106,490	-5.50%
Travel	\$4,500	\$4,500	\$0	0.00%
Capital	\$8,000	\$8,000	\$0	0.00%
Subtotal Expenditures	\$4,159,101	\$4,218,977	\$59,876	1.44%
Transfers				
Transfer to Bond Payment	\$275,784	\$225,000	-\$50,784	-18.41%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	\$275,784	\$225,000	-\$50,784	-18.41%
TOTAL EXPENDITURE/TRANSFERS	\$4,434,885	\$4,443,977	\$9,092	0.21%

Table 17

Student Center Operating Budget Comparison for Fiscal Years 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
REVENUE				
Sales & Services	\$350,000	\$340,000	-\$10,000	-2.86%
Student Fees	\$1,365,000	\$1,454,409	\$89,409	6.55%
Other Income	\$100,000	\$182,000	\$82,000	82.00%
TOTAL REVENUE	\$1,815,000	\$1,976,409	\$161,409	8.89%
EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$550,000	\$487,505	-\$62,495	-11.36%
Hourly Staff	\$105,000	\$122,000	\$17,000	16.19%
Benefits	\$275,000	\$297,608	\$22,608	8.22%
Current Expense	\$750,000	\$850,000	\$100,000	13.33%
Cost of Goods Sold	\$0	\$0	\$0	0.00%
Travel	\$7,500	\$10,000	\$2,500	33.33%
Capital/ R & R	\$75,000	\$75,000	\$0	0.00%
Subtotal Expenditures	\$1,762,500	\$1,842,113	\$79,613	4.52%
Transfers				
Transfer to Bond Payment	\$52,500	\$134,296	\$81,796	155.80%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	\$52,500	\$134,296	\$81,796	155.80%
TOTAL EXPENDITURE/TRANSFERS	\$1,815,000	\$1,976,409	\$161,409	8.89%

Table 18

Student Life & Wellness Center Operating Budget

Comparison for Fiscal Years 2015-16 and 2016-17

	2015-16	2016-17	\$ Change	% Change
REVENUE				
Sales & Services	\$450,000	\$482,335	\$32,335	7.19%
Student Fees	\$1,988,100	\$2,359,519	\$371,419	18.68%
Other Income	\$0	\$0	\$0	0.00%
TOTAL REVENUE	\$2,438,100	\$2,841,854	\$403,754	16.56%
EXPENDITURE/TRANSFERS				
Expenditures				
Salaried Staff	\$620,000	\$592,309	-\$27,691	-4.47%
Hourly Staff	\$520,000	\$574,810	\$54,810	10.54%
Benefits	\$560,000	\$525,415	-\$34,585	-6.18%
Current Expense	\$300,000	\$360,000	\$60,000	20.00%
Cost of Goods Sold	\$100,000	\$24,046	-\$75,954	-75.95%
Travel	\$0	\$0	\$0	0.00%
Capital/ R & R	\$0	\$75,000	\$75,000	
Subtotal Expenditures	\$2,100,000	\$2,151,580	\$51,580	2.46%
Transfers				
Transfer to Bond Payment	\$338,100	\$690,274	\$352,174	104.16%
Other Transfers	\$0	\$0	\$0	0.00%
Subtotal Transfers	\$338,100	\$690,274	\$352,174	104.16%
TOTAL EXPENDITURE/TRANSFERS	\$2,438,100	\$2,841,854	\$403,754	16.56%

Table 2

Athletics Operating Budget Comparison for Fiscal Years 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
BEGINNING OPERATING BALANCE				
Fund Balance Beginning of Fiscal Year	\$224,562	\$200,562	-\$24,000	-10.69%
REVENUE				
Sales & Services	\$675,000	\$675,000	\$0	0.00%
Student Fees	\$5,150,000	\$5,000,000	-\$150,000	-2.91%
Student Fees (Conference Affiliation)				
Donations	\$275,000	\$275,000	\$0	0.00%
Other Income	\$56,000	\$56,000	\$0	0.00%
TOTAL REVENUE	\$6,156,000	\$6,206,562	\$50,562	0.82%
EXPENDITURES				
Salaried Staff	\$875,000	\$887,736	\$12,736	1.46%
Hourly Staff	\$275,000	\$285,000	\$10,000	3.64%
Benefits	\$530,000	\$562,610	\$32,610	6.15%
Current Expense	\$2,100,000	\$2,000,000	-\$100,000	-4.76%
Student Aid	\$850,000	\$850,000	\$0	0.00%
Travel	\$1,550,000	\$1,500,000	-\$50,000	-3.23%
Capital	\$0	\$0	\$0	0.00%
TOTAL EXPENDITURES	\$6,180,000	\$6,085,346	-\$94,654	-1.53%
NET OPERATING REVENUE	\$200,562	\$121,216	\$145,216	2.35%

Table 20

Professional & Continuing Education Operating Budget Comparison for Fiscal Years 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
CARRY-FORWARD FUNDS				
Fund Balance Beginning of Fiscal Year	\$13,011	\$108,443	\$95,432	733.47%
REVENUE				
Program Registration Fees (non-credit)	\$669,003	\$702,453	\$33,450	5.00%
Other Income	\$0	\$0	\$0	0.00%
Sub-total Revenue	\$669,003	\$702,453	\$33,450	5.00%
TOTAL AVAILABLE FUNDS	\$682,014	\$810,896	\$128,882	18.90%
EXPENDITURES				
Salaried Staff	\$161,589	\$194,330	\$32,741	20.26%
Hourly Faculty Staff	\$61,659	\$64,742	\$3,083	5.00%
Benefits	\$82,292	\$126,375	\$44,083	53.57%
Current Expense	\$320,618	\$336,649	\$16,031	5.00%
TOTAL EXPENDITURES	\$626,158	\$722,096	\$95,938	15.32%
Net Change	\$42,845	\$88,800	\$45,955	107.26%
ENDING OPERATING BALANCE	\$55,856	\$88,800	\$32,944	58.98%

Table 21

Student Health Services Comparison for Fiscal Years 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
REVENUE				
Sales & Services	\$43,000	\$55,000	\$12,000	27.91%
Student Fees	\$474,000	\$428,181	-\$45,819	-9.67%
Other Income	\$0	\$0	\$0	0.00%
TOTAL REVENUE	\$517,000	\$483,181	-\$33,819	-6.54%
EXPENDITURES				
Salaried Staff	\$297,397	\$304,121	\$6,724	2.26%
Hourly Staff	\$32,000	\$29,610	-\$2,390	-7.47%
Benefits	\$144,343	\$149,450	\$5,107	3.54%
Current Expense	\$37,060	\$0	-\$37,060	-100.00%
Travel	\$4,000	\$0	-\$4,000	-100.00%
Capital	\$2,200	\$0	-\$2,200	-100.00%
TOTAL EXPENDITURES	\$517,000	\$483,181	-\$33,819	-6.54%

Table 22

Student Programs Operating Budget Comparison for Fiscal Years 2015-16 and 2016-17				
	2015-16	2016-17	\$ Change	% Change
REVENUE				
Sales & Services	\$425,000	\$155,000	-\$270,000	-63.53%
Student Fees	\$2,431,550	\$2,321,325	-\$110,225	-4.53%
Other Income (Reserves)	\$0	\$860,000	\$860,000	0.00%
TOTAL REVENUE	\$2,856,550	\$3,336,325	\$479,775	16.80%
EXPENDITURES				
Salaried Staff	\$900,000	\$763,859	-\$136,141	-15.13%
Hourly Staff	\$100,000	\$200,000	\$100,000	100.00%
Benefits	\$460,000	\$440,941	-\$19,059	-4.14%
Current Expense	\$1,132,000	\$1,310,634	\$178,634	15.78%
Cost of Goods Sold	\$0	\$0	\$0	0.00%
Travel	\$150,000	\$100,000	-\$50,000	-33.33%
Capital	\$100,000	\$0	-\$100,000	-100.00%
Subtotal Expenditures	\$2,842,000	\$2,815,434	-\$26,566	-0.93%
NET OPERATING REVENUE	N/A	\$520,891		

Table 23

Institutional Discretionary Budget

Revenue

Revenue generally consists of two sources--interest earnings and unrestricted gifts no longer held by the UVU Foundation.

Institutional Interest Income revenue is based on projected interest earnings during 2015-16 and estimated year-end balances from 2015-16. Adjustments for both actual earnings and unexpended year-end balances will be presented to the Board in the fall.

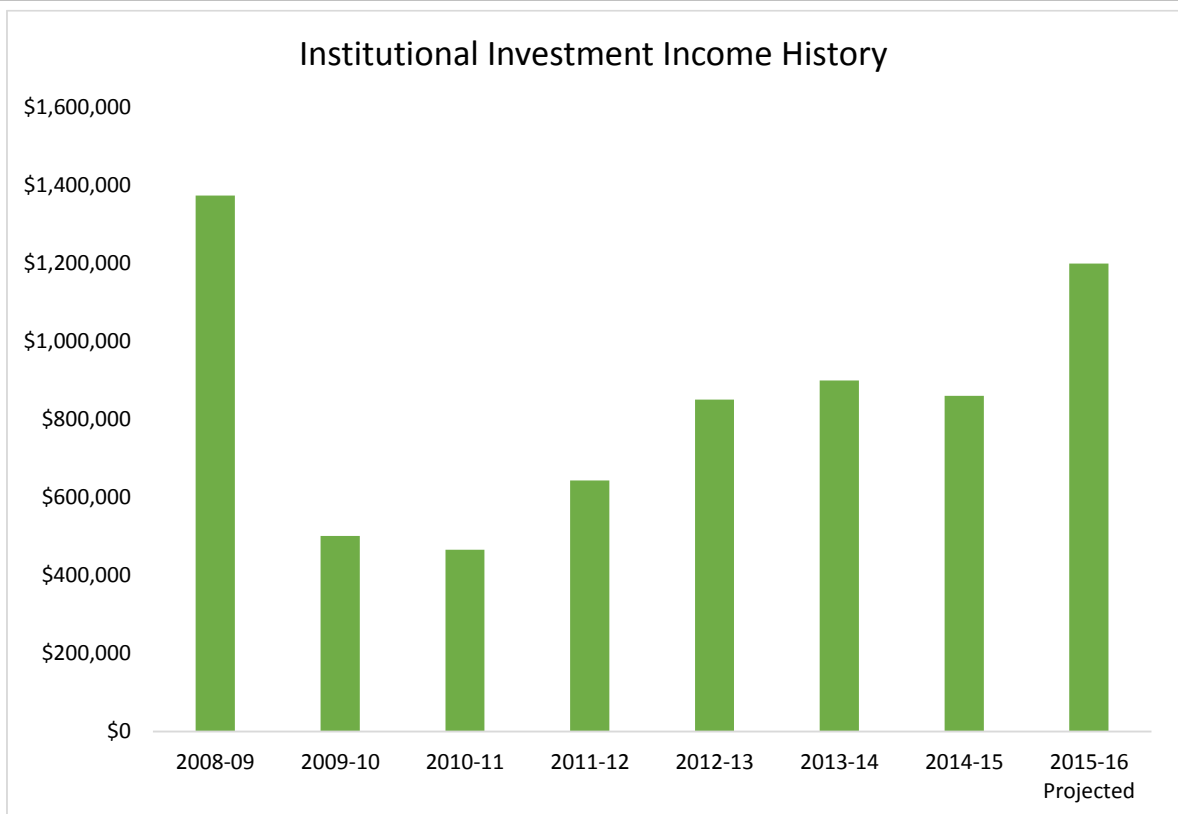


Figure 15

Expenditures

The expenditure budget implements the resource allocations determined through UVU's PBA process as outlined in President Holland's campus-wide forum (*Hoagies with Holland*) of April 20, 2016. Very few changes have been made for 2016-17.

Institutional Discretionary Funds

2016-17 Budget

June 16, 2016

Institutional Investment Income

Revenue	2015-16		2016-17
	Original	Revised	Projected
Investment Revenue From Prior Year	\$900,000	\$861,196	\$1,200,000
Carry forward from Prior Year	\$140,000	\$206,274	\$141,000
Available Revenue	\$1,040,000	\$1,067,470	\$1,341,000

Expenditure Category/Project	2015-16		2016-17
	Original Budget	Revised Budget	Original Budget
Scholarships, Fellowships and Student Aid			
International Student Scholarships	\$137,204	\$137,204	\$142,006
Scholarship (President/Land)	\$15,000	\$15,000	\$15,000
CAL Lead Housing	\$208,464	\$210,849	\$215,400
Honors Housing	\$268,848	\$268,848	\$258,960
International Studies Student Aid	\$20,000	\$20,000	\$20,000
Internships	\$12,000	\$12,000	\$12,000
Government Internships	\$60,000	\$60,000	\$30,000
Fund Raising and Institutional Development			
Federal Funding Development	\$45,000	\$45,000	\$45,000
Other Education and General Operating Support			
Student Marketing (Recruitment)	\$80,000	\$118,878	\$80,000
Student Marketing (Targeted)	\$0	\$0	\$0
Out Of State Recruiting	\$30,000	\$30,000	\$30,000
International Fair	\$16,500	\$16,500	\$16,500
Contingency	\$146,984	\$133,191	\$476,134
TOTAL	\$1,040,000	\$1,067,470	\$1,341,000

Unrestricted Gifts

Revenue	2015-16				2016-17
	Original Budget	Revision One Budget	Revision Two Budget	Revision Two Budget	Original Budget
Carry forward from Prior Year	\$92,784	\$98,907	\$0	\$98,907	\$106,907
Projected new revenue	\$11,000	\$11,000	\$27,300	\$38,300	\$11,000
Available Revenue	\$103,784	\$109,907	\$27,300	\$137,207	\$117,907

Expenditure Category	2015-16				2016-17
	Original Budget	Revision One Budget	Revision Two Budget	Revision Two Budget	Original Budget
Fund Raising and Institutional Development					
Presidential Impact	\$89,685	\$89,437	\$27,300	\$116,737	\$89,437
Community Outreach	\$14,099	\$20,470	\$0	\$20,470	\$28,470
Total Expenditures	\$103,784	\$109,907	\$27,300	\$137,207	\$117,907

Appendixes

Appendix A: Tuition and Fees

UTAH VALLEY UNIVERSITY 2016-17 Tuition Increase Approved by Board of Trustees March 30, 2016

First Tier Tuition Increase

UVU anticipates the Board of Regents will consider a 3.5 percent first-tier tuition increase for all resident and non-resident, undergraduate and graduate students in USHE. The revenue from this increase will aid institutions in responding to employee compensation, health care cost increases, enrollment growth, and other institutional priorities.

Second Tier Tuition Increase

Consistent with UVU's access mission and commitment to keeping tuition and fees as low as possible, no second tier tuition increase is proposed.

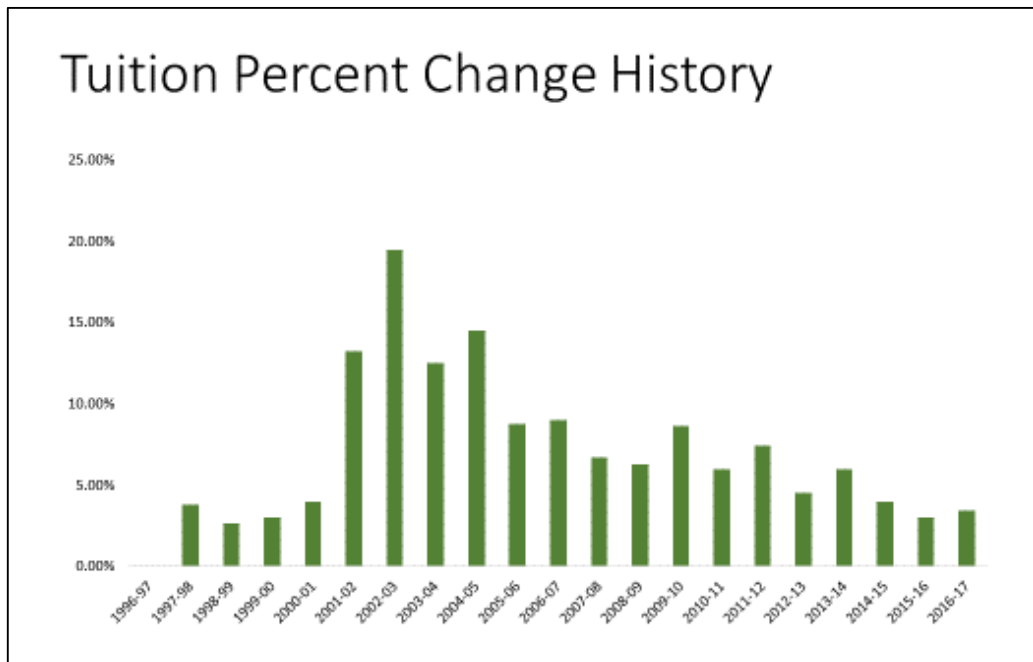
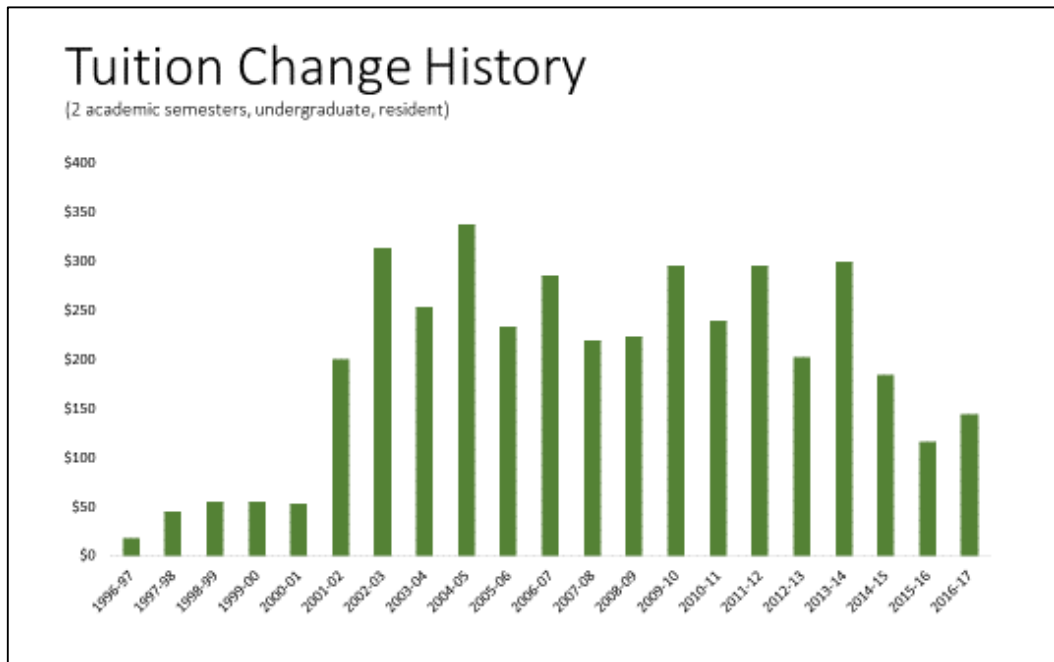
Scale Change

At the request of the Woodbury School of Business, the tuition scale for the MBA program will be linear up to 12 credits, have a plateau from 12 to 18 credits, and then be linear above 18 credits (similar to undergraduate tuition scale).

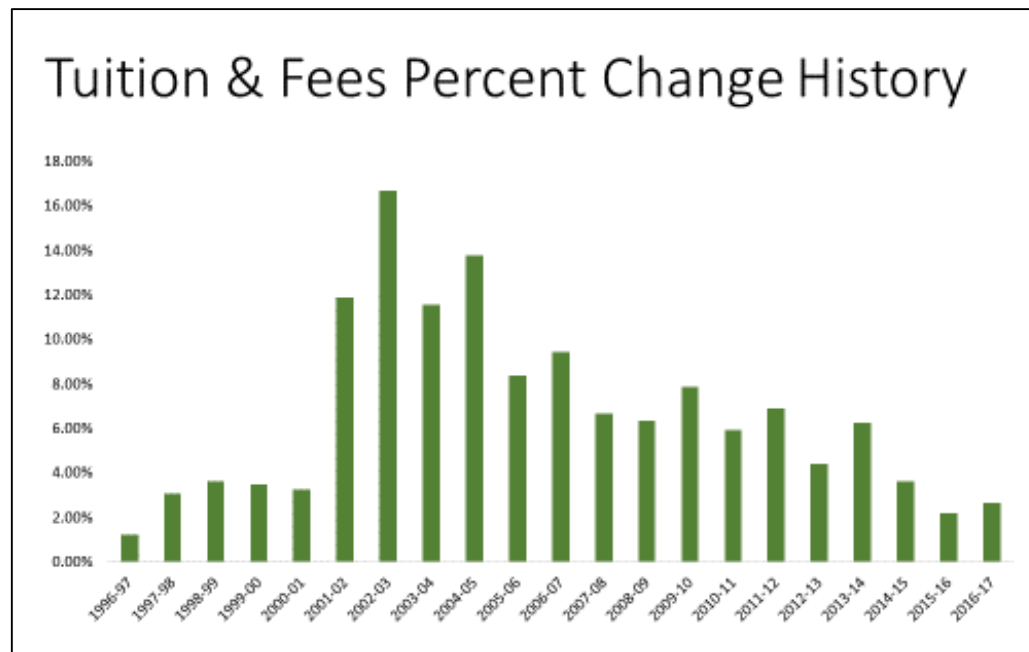
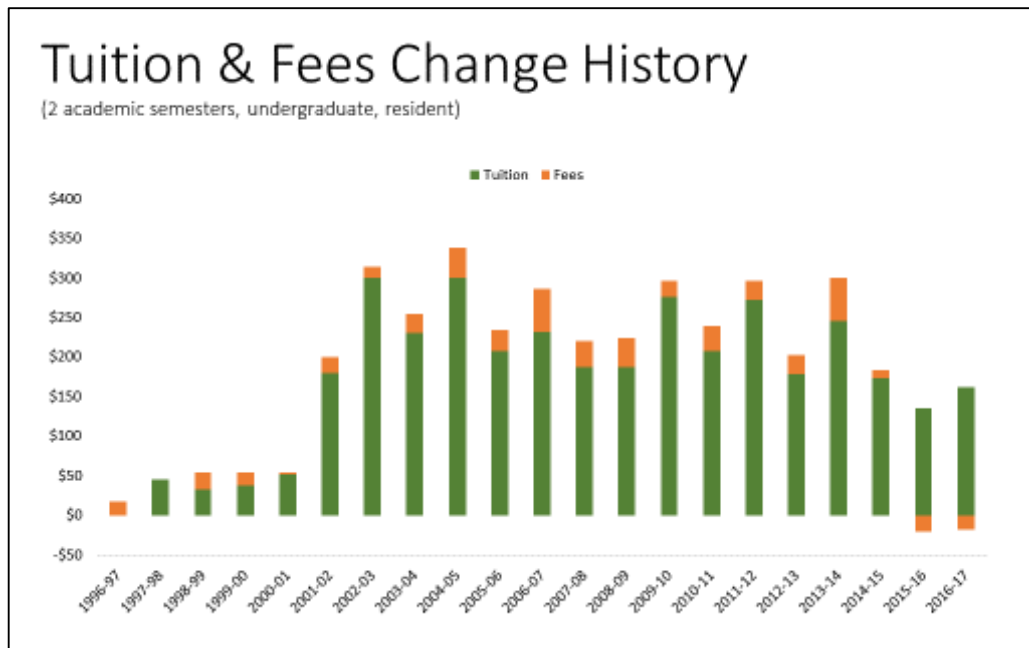
Tuition and Fee Rates

Per Semester	Tuition				Tuition & Fees			
	2015-16	2016-17	Amount Difference	Percent Difference	2015-16	2016-17	Amount Difference	Percent Difference
Undergraduate (15 credit hours)								
Resident	\$2,339	\$2,420	\$81	3.5%	\$2,693	\$2,765	\$72	2.7%
Non-resident	\$7,247	\$7,500	\$253	3.5%	\$7,601	\$7,845	\$244	3.2%
Graduate (10 credit hours)								
Resident	\$2,630	\$2,720	\$90	3.4%	\$2,980	\$3,070	\$90	3.0%
Non-resident	\$8,020	\$8,300	\$280	3.5%	\$8,370	\$8,650	\$280	3.3%
MBA (10 credit hours)								
Resident	\$5,730	\$5,930	\$200	3.5%	\$6,080	\$6,280	\$200	3.3%
Non-resident	\$12,380	\$12,810	\$430	3.5%	\$12,730	\$13,160	\$430	3.4%

The tuition increase of 3.5 percent is the second lowest percentage increase since 1998-99. The annual change (two semesters, resident, undergraduate at 15 credits) of \$162 is the second lowest dollar amount increase since 2000-01.



UVU's total tuition and fee increase of 2.67 percent is the second lowest percentage increase since 1996-97. The annual change (two semesters, resident, undergraduate at 15 credits) of \$144 is the second lowest dollar amount increase since 2000-01.



FEE CHANGES FOR 2016-17

Approved by Board of Trustees

March 30, 2016

GENERAL STUDENT FEES

General student fees are university-wide fees assessed with tuition upon registration. Revenue from these fees is used to pay for programs, facilities, and services that have been determined to be essential for the enrichment and broadening of opportunities for students. Annually, UVU's General Student Fee Board (outlined in UVU Policy 511) reviews existing fees and considers requests for fee changes. This Board's recommendations are presented to UVUSA for action. UVUSA then presents their recommendation to President's Council for approval and forwarding to the Board of Trustees and Board Regents. The Board of Regents has statutory authority for approving general student fees.

Based on its fee review process, UVUSA recommended the following fee changes which were approved by President's Council:

- a. Increase of \$5.52 for Campus Recreation fee
- b. Reduction of \$3.46 to Building Bond fee
- c. Increase of \$1.00 for Student Center O&M fee
- d. Reduction of \$4.02 for SLWC O&M fee
- e. Reduction of \$4.42 to Athletics fee
- f. Increase of \$2.00 to Athletics Conference Affiliation Fund fee
- g. Reduction of \$0.33 to Student Computing fee
- h. Reduction of \$0.29 to UTA fee

After reviewing the proposed first-tier tuition increase and upon recommendation of UVUSA President Dylan Swarts, President's Council approved a reduction of \$5.00 to the Student Programs fee. This reduction reflects a reallocation of expenditures that support the Dean of Students and Student Conduct Office from student fee revenue to appropriated funds.

The undergraduate rate at 15 credit hours (commonly used for reporting) will decrease by \$9 per semester or 2.5 percent. This reduction in general student fees represents two consecutive years of reduction and only the second reduction in at least two decades. These general student fee changes and the 2016-17 student fee table is presented to Board of Trustees for approval.

General Student Fees Proposal 2016-17

	2015-16	2016-17	\$ Change
Student Programs	\$51.19	\$46.19	(\$5.00)
Campus Recreation	\$16.45	\$21.97	\$5.52
Building Bond	\$99.55	\$96.09	(\$3.46)
Student Center O&M	\$27.94	\$28.94	\$1.00
SLWC O&M	\$29.00	\$24.98	(\$4.02)
Athletics	\$103.24	\$98.82	(\$4.42)
Conference Aff. Fund	\$3.53	\$5.53	\$2.00
Health Services	\$8.52	\$8.52	\$0.00
Student Computing	\$7.75	\$7.42	(\$0.33)
UTA	\$6.83	\$6.54	(\$0.29)
Total	\$354.00	\$345.00	(\$9.00)

General Student Fees Scale

Credits	2015-16	2016-17	Difference
1	\$39	\$39	\$0
2	\$74	\$73	-\$1
3	\$109	\$107	-\$2
4	\$144	\$141	-\$3
5	\$179	\$175	-\$4
6	\$214	\$209	-\$5
7	\$249	\$243	-\$6
8	\$284	\$277	-\$7
9	\$319	\$311	-\$8
10 +	\$354	\$345	-\$9

Appendix B: Core Themes and Administrative Imperatives

Utah Valley University Mission Statement

Utah Valley University is a teaching institution which provides opportunity, promotes student success, and meets regional educational needs. UVU builds on a foundation of substantive scholarly and creative work to foster engaged learning. The university prepares professionally competent people of integrity who, as lifelong learners and leaders, serve as stewards of a globally interdependent community.

Core Themes

"Collectively, the core themes represent the institution's interpretation of its mission and translation of that interpretation into practice."

-Northwest Commission on Colleges and Universities

Student Success

- UVU supports students in achieving their educational, professional and personal goals.
- UVU supports students' preparation and achievement of academic success at the University.
- UVU provides a meaningful and well-rounded university experience.
- UVU prepares students for success in their subsequent academic, professional and lifelong learning pursuits including serving as leaders, people of integrity and stewards of their communities.

Inclusive

- UVU provides opportunity for individuals from a wide variety of backgrounds and perspectives and meets regional educational needs.
- UVU provides accessible and equitable educational opportunities and resources for all students.
- UVU provides opportunities to improve intercultural competence in an increasingly complex, diverse, and globalized society.
- UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives.
- UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs.

Engaged

- UVU engages its communities in mutually beneficial collaboration and emphasizes engaged learning.
- UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.
- UVU fosters partnerships and outreach opportunities that enhance regional, national and global communities.
- UVU serves as a portal of civic engagement and an engine of regional economic and business development.

Serious

- UVU fosters a culture of academic rigor and professional excellence.
- UVU champions learning through outstanding teaching in an academically rigorous environment.
- UVU supports a culture of scholarship and creative work and promotes accomplishment in cultural, academic and co-curricular/extramural endeavors.
- UVU attracts, develops, and retains high achieving students and highly qualified faculty, staff, and administrators.
- UVU is recognized for high quality, efficient, and effective programs and services.

Administrative Imperatives

UVU's Administrative Imperatives - Operate Effectively, Manage Growth and Secure Resources - are key practices and principles critical for sustained fulfillment of its mission and core themes.

Operate Effectively

- UVU utilizes best practices and transparent processes to continuously improve and responsibly use resources.
- UVU fosters a culture of planning, assessment, improvement and accountability.
- UVU strategically allocates resources to achieve institutional objectives.
- UVU utilizes transparent and collaborative decision-making processes.

Manage Growth

- UVU anticipates and appropriately responds to the region's higher education needs.
- UVU anticipates and plans for future regional educational needs.
- UVU adapts to meet student and community needs consistent with its educational mission.

Secure Resources

- UVU seeks and obtains public and private resources to fulfill its mission.
- UVU communicates its resource requirements and secures appropriate state tax fund support to fulfill its role within the Utah System of Higher Education.
- UVU establishes tuition and fees consistent with the economic environment and its mission.
- UVU strategically pursues and acquires private and public resources beyond state appropriations.

Appendix C: PBA Allocation Detail

UTAH VALLEY UNIVERSITY

ALLOCATION DETAIL
Hoagies with Holland - April 20, 2016

Core Theme/Administrative Imperative and Area of Focus	Division	School/ College/ Unit	Project #	Allocation	Appropriated			Non-Appropriated		
					2015-16 One-time	2016-17 Base	2016-17 One-time	2015-16 One time	2016-17 Base	2016-17 One-time
Student Success										
UVU supports students' preparation and achievement of academic success at the University.										
Area of Focus 1--Improve Student Retention and Completion										
Reduce student-to-advisor ratio	Academic Affairs	WSB	288	Dec/Jan		\$66,807				
Academic Advisor, Business	Academic Affairs	CTC	27	Dec/Jan		\$71,198				
Academic Advisor, Computer Eng/Computer Science	Academic Affairs	CHSS	274	Dec/Jan		\$68,746				
Academic Advisor, Languages	Academic Affairs	CSH	150	April		\$71,198				
Academic Advisor, Math										
Improve general education/math completion										
Math Concurrent Enrollment Tenure Faculty	Academic Affairs	CSH	139	Dec/Jan		\$96,517				
ALEKS to Replace Accuplacer Math	Academic Affairs	AP	259	Dec/Jan		\$30,000				
QL Completion Pilot Initiative	Academic Affairs	AP		April	\$25,000					
English Lecturer (HE)	Academic Affairs	CSH	226	Dec/Jan		\$56,194				
English Lecturer (HE)	Academic Affairs	CHSS	226	April		\$56,194				
Improve onboarding-through-graduation student support programs/services										
Marketing Money Management Center	Academic Affairs	WSB	411	Dec/Jan	\$25,000					
Wolverine Completion Grant & Services	Student Affairs	SSR	435	Dec/Jan	\$500,000					
Freshman Reading Program	Student Affairs	SSR	203	Dec/Jan	\$35,000					
Student Success Communication Platform Licensing (EAB)	Finance & Administration	IT		Dec/Jan	\$87,694					
FYE Coordinator and Operating	Student Affairs	SSR	200	April		\$99,000				
Freshmen Convocation	Student Affairs	SSR	204	April		\$96,624				
Student Success & Retention Hourly	Student Affairs	SSR	67	April		\$10,000				
Admissions Transfer Credit Hourly	Student Affairs	EM	459	April	\$8,000		\$32,000			
Improve access to full-time faculty										
Digital Media Tenure Faculty	Academic Affairs	CTC	49	Dec/Jan		\$100,582				
Culinary Arts Tenure Faculty	Academic Affairs	CTC	32	Dec/Jan		\$96,517				
Communications Lecturer	Academic Affairs	CHSS	237	Dec/Jan		\$92,737				
Marketing Business Communication Lecturer	Academic Affairs	WSB	317	Dec/Jan		\$99,356				
Spanish Lecturer	Academic Affairs	CHSS	216	Dec/Jan		\$84,644				
Accounting Tenure Faculty	Academic Affairs	WSB	234	April		\$175,368				
Art Sculpture Tenure Faculty (HE)	Academic Affairs	SOA	45	April		\$63,548				
Business Statistics Tenure Faculty (HE)	Academic Affairs	WSB	306	April		\$81,946				
Business Communications Tenure Faculty	Academic Affairs	WSB	531	April		\$95,678				
Automotive Lecturer to Tenure Track	Academic Affairs	CTC	7	April		\$0				
Biology Tenure Faculty (HE)	Academic Affairs	CSH	88	April		\$73,969				
Chemistry Tenure Faculty	Academic Affairs	CSH	74	April		\$98,245				
Legal Studies Lecturer to Professional in Residence	Academic Affairs	WSB	302	April		\$36,780				
History/Pol. Sc. Lecturer to Tenure Faculty	Academic Affairs	CHSS		April		\$15,000				
Enhance student and academic success support services										
CTC Tutoring	Academic Affairs	CTC	335	April		\$50,000				
Mental Health Therapist	Student Affairs	SL	467	April		\$94,671				
CAL Coordinator	Student Affairs	RO	340	April		\$58,451				
Graduation/Transfer Hourly	Student Affairs	EM	329	April		\$32,100				
Prospective Student Services Hourly	Student Affairs	RO	532	April		\$53,500				
Financial Aid Scholarships Technician	Student Affairs	EM	304	April		\$56,435				
Registrar Hourly	Student Affairs	EM	459	April		\$20,000				
One Stop Hourly	Student Affairs	EM	294	April		\$25,000				
Career Development Center Hourly	Student Affairs	SSR	202	April		\$25,000				
WSB Tutoring Hourly	Academic Affairs	WSB	251	April		\$40,500				
Prospective Students Ambassador Mentor Program	Student Affairs	RO	27	April			\$20,000			

	Division	School/ College/ Unit	Project#	Allocation	Appropriated			Non-Appropriated		
					2015-16 One-time	2016-17 Base	2016-17 One-time	2015-16 One time	2016-17 Base	2016-17 One-time
Core Theme/Administrative Imperative and Area of Focus UVU provides a meaningful and well-rounded university experience Enhance NCAA athletics programs Athletics Cost of Attendance Aid Athletics Hourly Soccer Facility Upgrade Athletics Equipment Inclusive UVU provides an inviting, safe, and supportive environment for people from diverse backgrounds and perspectives. Strengthen student support services Spanish GED Pilot Multicultural Hourly Multicultural Programmatic Support Multicultural LGBT Programmatic Support ASD Assistive Technology Student Life Interreligious Hourly Women in Education Coordinator Cultural Envoy Scholarships Women in Higher Education Support TRIO Hourly for Summer 2016 UVU offers an array of courses, programs, and delivery methods designed to reflect students' goals and the region's educational needs. Area of Focus 2--Provide access and opportunity for a broad range of students in meeting regional educational needs Implement new programs including master's degrees Criminal Justice Tenure Faculty (NSS) Autism Programmatic Support Autism Admin Assistant and Operating Masters Social Work Tenure Faculty Unmanned Aircraft Program Support Unmanned Aircraft Program Implementation Master Public Service Tenure Faculty Theatre Acting Tenure Faculty Expand existing, industry-critical programs Mechatronics Lab Equipment EART Administrative Assistant (PT to FT) Market Demand Information Technology/Tenure Faculty Digital Media Tenure Faculty Biology Tenure Faculty Nursing Hourly Faculty CTC Equipment (EART/Mechatronics) Engineering Initiative EART Tenure Faculty Info Systems Technology Tenure Faculty Engineering Tenure Faculty Lab Assistant	Finance & Administration	Athletics	389	April		\$175,000				
	Finance & Administration	Athletics	393	April		\$25,000		\$433,333		
	Finance & Administration	Athletics	392	April				\$205,000		
	Finance & Administration	Athletics	391	April						
Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs Student Affairs	Student Affairs	RO	402	Dec/Jan	\$10,000					
	Student Affairs	SSR	355	April		\$35,000				
	Student Affairs	SSR	205	April		\$15,000				
	Student Affairs	SSR	356	April		\$20,000				
	Student Affairs	SL	446	April		\$25,500				
	Student Affairs	SL	476	April		\$10,000				
	Student Affairs	SSR	508	April		\$73,674				
	Student Affairs	SSR	357	April		\$20,000				
	Student Affairs	SSR	397	April			\$45,000			
	Student Affairs	RO	420	Dec/Jan	\$42,800					
	Academic Affairs	CAPS		Dec/Jan		\$108,234				
	Academic Affairs	CHSS		Dec/Jan		\$90,000				
	Academic Affairs	CHSS	403	April		\$78,451				
	Academic Affairs	CHSS	333	April		\$95,076				
	Academic Affairs	CAPS	73	April		\$95,804				
	Academic Affairs	CAPS	489	April		\$101,808	\$49,510			
	Academic Affairs	CAPS	314	April		\$64,429				
	Academic Affairs	SOA	37	Dec/Jan						
Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs Academic Affairs	Academic Affairs	CTC	15	Dec/Jan	\$178,000					
	Academic Affairs	CTC	10	Dec/Jan		\$39,516				
	Academic Affairs	CTC	20	April		\$144,718				
	Academic Affairs	CTC	51	April		\$114,068				
	Academic Affairs	CSH	90	April		\$98,743				
	Academic Affairs	CSH	230	April		\$27,650				
	Academic Affairs	CTC	9814	April		\$93,039				
	Academic Affairs	CTC		Dec/Jan		\$107,325				
	Academic Affairs	CTC		Dec/Jan		\$99,969				
	Academic Affairs	CTC		Dec/Jan		\$100,826				
	Academic Affairs	CTC		Dec/Jan		\$66,880				

	Core Theme/Administrative Imperative and Area of Focus	Division	School/ College/ Unit	Project #	Allocation	Appropriated			Non-Appropriated		
						2015-16 One-time	2016-17 Base	2016-17 One-time	2015-16 One time	2016-17 Base	2016-17 One-time
Core Theme/Administrative Imperative and Area of Focus	UVU attracts, develops, and retains high-achieving students and highly qualified faculty, staff, and administrators.										
	Compensation										
	\$625 Base Increase to All Full-Time Employees										
	Full-Time Faculty Rank/Tenure, Market Equity, Targeted Retention (avg 2.5%)	Institution	Institution		April		\$1,280,248				
	Full-Time Staff Merit, Market Equity, Targeted Retention (avg 2.5%)	Institution	Institution		April		\$1,464,880				
	Executive Merit, Market Equity, Targeted Retention (avg 2.5%)	Institution	Institution		April		\$1,384,310				
	Adjunct Faculty 2.75% Increase	Institution	Institution		April		\$130,521				
	Hourly Staff 2.5% Increase	Institution	Institution		April		\$412,993				
	Medical Premium Increase	Institution	Institution		April		\$218,345				
	LTD Premium Increase	Institution	Institution		April		\$388,503				
Engaged	Develop and recognize faculty, staff, and administrators						\$18,214				
	HR Event Meal Costs	Planning/Budget/HR	HR	527	April		\$25,000				
	HR Employee Development	Planning/Budget/HR	HR	438	April		\$30,000				
	Wellness Program for Part-Time Employees	Planning/Budget/HR	HR		April					\$5,000	
	UVU is recognized for high-quality, efficient, and effective programs and services.										
	Tell UVU's story and develop greater UVU pride	President	President	493	April	\$50,000					
	75th Anniversary Events & Communication	University Relations	M&C	457	Dec/Jan & April	\$75,000		\$75,000	\$60,000		
	75th Anniversary Marketing Campaign	University Relations	M&C	503	Dec/Jan						
	Window/Building Wraps	University Relations	M&C	529	April		\$107,751				
	Marketing/Communication Project Manager	University Relations	M&C	458	April		\$81,838				
Manage Growth	Marketing/Communication Staff	University Relations	M&C	537	April		\$100,000	\$25,000			
	Marketing/Communication Marketing Funds	University Relations	M&C	473	April			\$5,000			
	PURLS for Recruiting	Student Affairs	RO		April						
	Spelling Bee Support										
	UVU faculty and staff engage students using real-world contexts within the curriculum and activities outside the classroom to increase professional competence and confidence.										
	Expand and enhance engaged learning and career exploration opportunities										
	Capital Reef Field Station Admin Assistant (PT)	Academic Affairs	EL	413	April		\$14,012				
	International Multicultural Admin Assistant (PT to FT)	Academic Affairs	EL	414	April		\$7,157				
	WSB Student Competition	Academic Affairs	WSB	417	April		\$58,451				
	SOA Performance Enhancement	Academic Affairs	SOA	290	April		\$20,000	\$50,000			
Manage Growth	SOE Clinical Hourly	Academic Affairs	SOE	423	April			\$23,758			
	OEL Student Undergraduate Research	Academic Affairs	EL	407	April			\$25,000			
	OEL Community Engagement Matching Funds	Academic Affairs	EL	415	April			\$20,000			
	UVU adapts to meet student and community needs consistent with its educational mission.										
	Increase sections and support services to meet enrollment growth										
	Net Add Summer/Fall/Spring w/2.75% CHSS	Academic Affairs	CHSS		Dec/Jan/April	\$354,356	\$364,101				
	Net Add Summer/Fall/Spring w/2.75% CSH	Academic Affairs	CSH		Dec/Jan/April	\$328,191	\$337,216				
	Net Add Summer/Fall/Spring w/2.75% CTC	Academic Affairs	CTC		Dec/Jan/April	\$165,632	\$170,187				
	Net Add Summer/Fall/Spring w/2.75% SOA	Academic Affairs	SOA		Dec/Jan/April	\$88,619	\$91,055				
	Net Add Summer/Fall/Spring w/2.75% CAPS	Academic Affairs	CAPS		Dec/Jan/April	\$39,180	\$40,258				
Manage Growth	Net Add Summer/Fall/Spring w/2.75% UC	Academic Affairs	UC		Dec/Jan/April	\$189,192	\$194,395				
	Net Add Summer/Fall/Spring w/2.75% WSB	Academic Affairs	WSB		Dec/Jan/April	\$177,786	\$182,675				

	School/ College/ Unit	Division	Project #	Allocation	Appropriated			Non-Appropriated		
					2015-16 One-time	2016-17 Base	2016-17 One-time	2015-16 One time	2016-17 Base	2016-17 One-time
Core Theme/Administrative Imperative and Area of Focus Adjust Concurrent Enrollment Contingency Restore Executive/Staff Retention Contingencies Restore Institutional Contingency Adjust Revenue Contingency Develop and maintain facilities and infrastructure Facilities enhancements, remodel and maintenance Vineyard O&M Practice Facility O&M Autism Facility O&M Autism FF&E Payson Property Complete PS Infill Furniture for Infill Custodial 2nd shift lead Custodial Hourly Replace Temporary Faculty Annex/move old Facilities Equipment UCCU Draping Temporary Space Lease Related to Arts Building Thanksgiving Point Lease Thanksgiving Point Signage Remodel Thanksgiving Point Remodel Thanksgiving Point Furnish Exterior of BA Building PE Hallway Men's Shower Culinary Arts HVAC Replacement Library/Roots of Knowledge remodel Student Center Air Handling Upgrade Support and sustain technology solutions, systems, and infrastructure Software Inflation Increases/Trueup Growth IT Infrastructure IT Hourly IT DBA IT Consulting Wireless Growth Fiber to Connect Vineyard Campus Secure Resources UVU strategically pursues and acquires private and public resources beyond state appropriations Enhance Development and Alumni Relations support/operations Development Administrative Assistant Development Operating Funds Development Data Technician Development Website Coordinator National Development Outreach Professional Development for D&AR Alumni and Alumni Giving Mail Campaign Donor Recognition for Autism Capital Campaign Feasibility	Institution		April		\$30,646					
	Institution			April		\$243,232				
	Institution			April		\$18,679				
	Institution			April		\$250,160				
	Facilities	Finance & Administration		April		\$45,000			\$28,499	
	Facilities	Finance & Administration	521	April		\$60,561			\$101,000	
	Facilities	Finance & Administration		April	\$460,000					
	Facilities	Finance & Administration		April	\$900,000					
	Facilities	Finance & Administration		April	\$900,000					
	Facilities	Finance & Administration		Dec/Jan	\$68,800					
	PBHR	Planning/Budget/HR	383	Dec/Jan		\$50,988				
	Facilities	Finance & Administration	64	April		\$40,660				
	Facilities	Finance & Administration	62	April						
	Facilities	Finance & Administration	534	April	\$300,000					
	Facilities	Finance & Administration	66	April	\$125,000					
	Athletics	Finance & Administration	377	April	\$69,500					
	Finance	Finance & Administration		April			\$20,000			
	Finance	Finance & Administration		April	\$200,000					
	Finance	Finance & Administration		April			\$100,000			
	Finance	Finance & Administration		April	\$100,000					
	Facilities	Finance & Administration	520	April	\$120,000					
	Facilities	Finance & Administration	526	April	\$275,000					
	CTC	Finance & Administration	61	April	\$300,000			\$185,000		\$175,000
	AA	Academic Affairs		April						
	SL	Student Affairs		April				\$420,000		
	IT	Finance & Administration		April		\$300,000				
	IT	Finance & Administration	371	April		\$110,153				
	IT	Finance & Administration	424	April		\$75,000				
	IT	Finance & Administration	426	April		\$114,498				
	IT	Finance & Administration	352	April						
	IT	Finance & Administration	372	April	\$150,000					
	IT	Finance & Administration	360	April	\$100,000					
	IT	Finance & Administration		April	\$250,000					
	D&A	Development	471	Dec/Jan		\$58,451				
	D&A	Development		Dec/Jan	\$10,000					
	D&A	Development	513	April		\$74,805				
	D&A	Development	477	April		\$65,173				
	D&A	Development	481	April			\$25,000			
	D&A	Development	486	April			\$40,000			
	D&A	Development	483	April			\$10,000			
	D&A	Development	484	April			\$10,000			
	D&A	Development	485	April			\$80,000			
Total Request					\$8,978,542	\$16,792,069	\$1,346,350	\$1,303,333	\$204,950	\$287,928

Allocation of Acute Equity Funding at Utah Valley University

Background

In March 2014, the Legislature appropriated \$21.1 million of Acute Equity funding to Utah Valley University's ongoing base budget effective July 1, 2014. This funding represented the single largest tax fund appropriation in the institution's history and was equivalent to more than the previous eight years combined total new tax fund appropriations.

Throughout the legislative process, UVU committed to utilize Acute Equity funding to

- Support students in completing their educational goals and professional preparation
- Provide access and opportunity for a broad range of students in meeting regional educational needs
- Foster a culture of academic rigor and professional excellence
- Operate effectively and efficiently by innovative use of technology and professional practices

Allocation Process

Utah Valley University utilizes a Planning, Budgeting, and Assessment (PBA) process to align and prioritize funding requests in support of UVU's mission, Core Themes, and Administrative Imperatives. High priority resource requests proposed during the 2013-14 PBA process were reviewed, in alignment with the four Acute Equity Areas of Focus, for funding. In April 2014, President Holland announced the on-going allocation of \$6.4 million of Acute Equity funds. The balance of the Acute Equity funding was budgeted for one-time purposes in the 2014-15 budget.

In June 2014, President Holland outlined a multi-phase process, guiding principles, and goals for each of the Acute Equity Areas of Focus to be used in the 2014-15 PBA process for the allocation of the remaining \$14.7 million. Two sets of Institutional PBA Conversations were held. PBA conversations held in October were focused on time-sensitive requests primarily new faculty position requests to facilitate recruitment processes. In late October, President Holland announced the allocation of \$4.1 million of Acute Equity funds. After the December PBA conversations, additional time sensitive allocation decisions were made totaling \$2.5 million. Once the 2015 Legislative session concluded, President Holland announced the allocation of \$7.1 million in concert with other resource allocation decisions during late April. Ongoing allocations made during these four decision points total \$20,228,009 leaving \$881,991 to allocate during 2015-16. At the conclusion of the 2015-16 PBA process, the remaining \$881,991 was allocated.

Acute Equity Funding Allocation

June 16, 2016

Area of Focus and Goals	Planned Allocation	Actual Allocation
Support students in completing their educational goals and professional preparation Improve student retention and completion 1) Provide students greater mentoring opportunity and access to upper division and critical path courses by improving the percent of instruction delivered by salaried faculty to 55% and reducing the student-to-faculty ratio. 2) Enhance student support services including reducing student-to-advisor ratio, expanding retention program support, and increasing tutoring services for math, writing, and critical path courses 3) Expand engaged learning and career exploration opportunities including internships & undergraduate research	\$6,650,000	\$6,681,915
Provide access and opportunity for a broad range of students in meeting regional educational needs Provide program/course offerings to meet student demand and regional educational needs 1) Expand capacity of STEM programs 2) Identify and implement new academic programs and disciplines (non-credit through masters) 3) Expand capacity and breadth of program/course offerings (including upper division) through distance delivery, satellite locations, and evenings/weekend Fulfill community college access mission 1) Contain/reduce lower division and career/technical education student tuition and fee costs	\$5,700,000	\$5,669,471
Foster a culture of academic rigor and professional excellence Champion learning in an academically rigorous environment 1) Maintain an adequate and sustainable adjunct faculty pool and improve adjunct faculty support 2) Ensure adequate instructional resources including library materials, software, labs, and equipment	\$3,200,000	\$3,183,052
Operate effectively and efficiently by innovative use of technology and professional practices Provide adequate human and technology resources for instruction, student support, and administrative services 1) Implement and sustain strategic technology solutions, systems, and infrastructure 2) Provide adequate and stable staffing solutions to support existing programs/services, respond to increasing Federal, state, and accreditation compliance, and meet the demands of a large, complex university	\$5,560,000	\$5,575,562
TOTAL	\$21,110,000	\$21,110,000

Acute Equity funding supported an additional 78 salaried faculty lines and 72 salaried staff lines as outlined below.

New Salaried Faculty

Provide students greater mentoring opportunity and access to upper division and critical path courses by improving the percent of instruction delivered by salaried faculty to 55% and reducing the student-to-faculty ratio Academic Affairs Art/Visual Communications Automotive Technology Behavioral Science Biology Chemistry Communications Criminal Justice Dance Digital Media Elementary Education Emergency Services English & Literature Exercise Science Finance & Economics History & Political Science Information Systems & Technology Languages Legal Studies Management Marketing Math Music Philosophy & Humanities Physics Public & Community Health Secondary Education Technology Management Theater	54
Expand capacity of STEM programs Biotechnology Electrical Automation/Robotics Technology Engineering Graphics & Design Technology Math Computer Science Technology Management	10
Identify and implement new academic programs and disciplines Autism Cybersecurity Human Resource Management Master of Public Services Mechatronics Criminal Justice Digital Audio Master of Social Work MBA Finance & Economics	9
Expand capacity and breadth of program/course offerings through distance delivery, satellite locations, and evenings/weekends Biology Criminal Justice Ethics & Values Technology Management	5
TOTAL	78

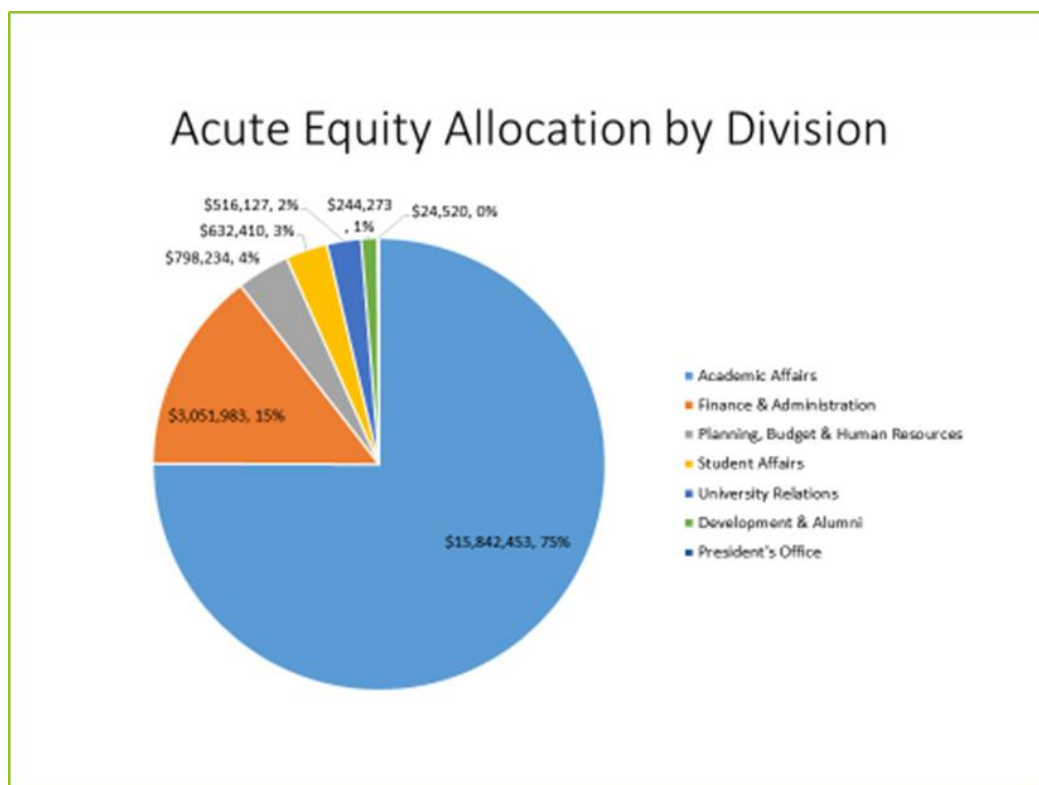
New Salaried Staff

Enhance student support services including reducing student-to-advisor ratio, expanding retention program support, and increasing tutoring services for math, writing, and critical path courses Academic Advisors/Counselors (8) Academic Standards Student Success/Retention Research Analyst Supplemental Instruction Coordinator Wolverine Track Programmer	12
Expand engaged learning and career opportunities including internships & undergraduate research Community Outreach Internship Coordinators/Support (6) Social Work Field Programs	8
Expand capacity of STEM programs Biology Lab Managers STEM Coordinator	3
Identify and implement new academic programs and disciplines Autism	1
Expand capacity and breadth of program/course offerings through distance delivery, satellite locations, and evenings/weekends Instructional Designer	1
Ensure adequate instructional resources including library materials, software, labs and equipment IT Technician for College of Technology & Computing Librarian	2
Implement and sustain strategic technology solutions, systems, and infrastructure Business Intelligence Classroom Media Database Analyst/SQL Programmer Desktop Technician Infrastructure Operations IT Technician Aviation & Public Services Network System Administration Web Programming	15
Provide adequate and stable staffing solutions to support existing programs/services; respond to increase Federal, state, and accreditation compliance; and meet the demands of a large, complex university Administrative Assistants Aviation & Public Services Development EO/AA/Title IX Finance & Business Services General Counsel Human Resources Internal Audit Marketing/Communications PCI Compliance Policy Procurement School of the Arts Student Health Services Student Services Woodbury School of Business	30
TOTAL	72

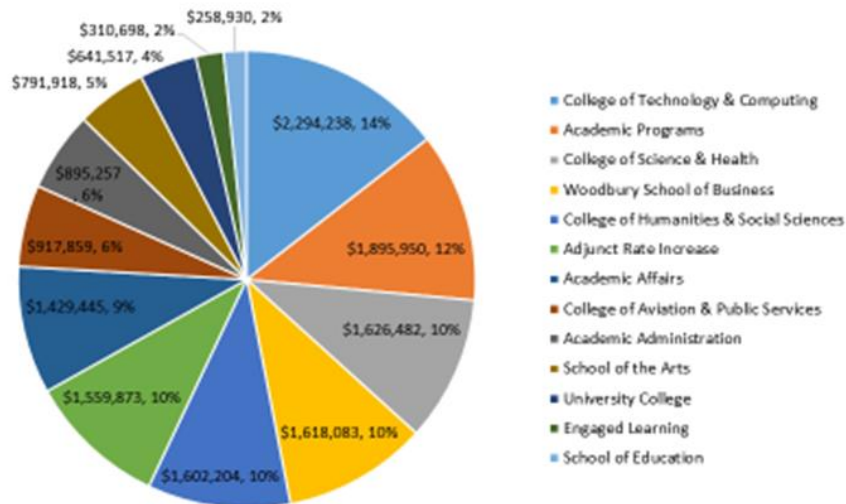
In addition to new salaried faculty and staff to support student learning and university operations, UVU students will benefit from

- Elimination of all course/lab fees less than \$10
- Elimination of the distance education/satellite campus fee of \$52 per course
- Implementation of two new institutional aid programs
 - Need-based aid to assist low income, PELL-eligible students in meeting the gap between PELL award and UVU tuition and fees
 - Program-based aid to support students enrolled in learning communities at the Wasatch Campus
- Increased opportunities to “graduate with a diploma and a resume” with expanded support for internships, undergraduate research, student competitions, and performances
- Access to better equipped and staffed instructional labs and classroom technology
- Increased tutoring services and supplemental instruction
- Expanded databases in the library
- State-of-the-art course registration system/app

Seventy-five percent of the Acute Equity funding was directly allocated to Academic Affairs in support of teaching and learning. Twenty-four percent of the allocation to Academic Affairs was directed to the College of Technology & Computing and the College of Science & Health to expand STEM offerings, improve student success in STEM programs, and reduce student time to completion through additional sections of bottleneck courses and supplemental instruction support for high fail-rate courses.



Acute Equity Allocation Within Academic Affairs



The funding allocated to divisions beyond Academic Affairs provided for

- Establishment of the Office of General Counsel and the Office of Equal Opportunity/Affirmative Action/Title IX
- Stabilization and expansion of the information technology infrastructure, network, systems, hardware, and software licensing
- Development of virtual/cloud services
- Support for business intelligence efforts
- Implementation of automated systems for finance and administrative processes such as travel, procurement, and employee training
- Enhancement of risk management efforts including data security, audit, employee training, and PCI compliance

Conclusion

Utah Valley University appreciates the significant investment of new tax fund dollars. The allocation of these funds align with UVU's mission, fulfill the commitments made during the legislative process (areas of focus), strengthen UVU's foundation for higher levels of student success, and provide capacity for the university to prepare for projected enrollment growth.

Appendix E: Compensation Changes

2016-2017 Compensation Plan

(Approved by the Board of Trustees, March 30, 2016)

The 2016 Legislature appropriated new funding to higher education institutions for a 2.0 percent general compensation increase and 7.3 percent medical premium increase. This appropriation is comprised 75 percent by tax funds with 25 percent funded through a first-tier tuition increase. An additional portion of the first-tier tuition increase will be used for wage/salary increases and a one-time allocation of 2015-16 medical premium reserves will be used for Wellness Program and HSA incentives.

UVU's Benefits Committee (with representation from Faculty Senate, PACE and administration) reviewed UVU's benefits plan based on employee feedback, forecasted costs/claims experience, requirements of the Affordable Care Act, and strategic objectives. Based on the forecasted medical and prescription costs/claims experience, the premiums for UVU's base medical plan (Traditional- Choice Plus) will increase by 1.6 percent. In keeping legislative intent, UVU will fund 90 percent of premium for the base plan and employees will pay 10 percent. Employees on family coverage on the base plan will experience a premium increase of approximately \$2.60 per month. Premiums for the High Deductible, Choice Plus plan require no employee premium share. Premiums for the Options PPO network will increase 1.6 percent with UVU's premium share equal to the base plan.

Benefits

- A. Medical Premium/Plan Changes
 - 1. Premium increase of 1.6 percent for all plans
 - 2. New coverage for autism screenings and treatment as outlined in Utah S.B. 57 and for 3-D mammograms
 - 3. For 2016-17, employer contribution to Health Savings Accounts (HSA) for employees enrolled in High Deductible Health Plan and HSA
 - a. \$75 per month for single coverage
 - b. \$150 per month for employee +1 or more coverage
- B. Dental Premium/Plan Changes
 - 1. No change to premium
 - 2. New coverage for dental implants at 60 percent
- C. Wellness Program
 - 1. For 2016-17, increase incentives for completion
 - a. First tier from \$100 to \$300
 - b. Second tier from \$100 to \$200
- D. Long-Term Disability
 - 1. Premium increase of 8.9 percent

Salaries/Wages

(Effective July 1, 2016, with the exception of part-time adjunct faculty which is effective Summer Semester 2016)

All Full-time, Benefit-Eligible Employees (as of June 30, 2016)

\$625 increase to annual salary/annualized hourly wages funded from medical premium savings

Full-time, Benefit-Eligible Faculty

In addition to the \$625 increase to annual salary above, faculty may be eligible to receive salary increase as outlined below:

- A. Rank and tenure promotion (merit) as approved by UVU's Board of Trustees.
- B. Market equity adjustment based on the tables below and as recommended by the Senior Vice President for Academic Affairs in consultation with Human Resources. Equity percentage increase is dependent on proximity of base salary to market median (compa-ratio) with a minimum increase of \$250 and a maximum increase of \$4,000.

- 1. Terminally degreed, tenured or tenure track faculty

Compa-ratio	Market Equity Base Salary Increase
> 90 percent	2.2 percent
> 85 percent and ≤ 90 percent	3.2 percent
> 80 percent and ≤ 85 percent	4.2 percent
≤ 80 percent	5.2 percent

- 2. Non-terminally degreed, tenured or tenure track faculty

Compa-ratio	Market Equity Base Salary Increase
> 100 percent	1.75 percent
> 90 percent and ≤ 100 percent	2.25 percent
> 80 percent and ≤ 90 percent	2.75 percent
≤ 80 percent	3.25 percent

- 3. Non-tenure track faculty

Compa-ratio	Market Equity Base Salary Increase
≤ 80 percent	1.5 percent

Targeted Key Retention based on institutional guidelines as recommended by the Dean in consultation with the Senior Vice President for Academic Affairs and Human Resources.

Full-time, Benefit-Eligible Staff

In addition to the \$625 increase to annual salary/annualized hourly wages above, staff may be eligible to receive salary increase as outlined below:

- A. Market equity adjustments as outlined below and as recommended by the appropriate Vice President in consultation with Human Resources.
 - 1. External Market-based Adjustment--Based on review of individual position grade level midpoint and market medians (gathered through various market surveys)
 - a. Add 3 additional grade levels to the exempt salary scale
 - b. Move positions with market median movement of ≥ 10 percent to new grade with such grade movement capped at 5 grade levels.
 - c. Move employees in impacted positions to 80 percent of grade level midpoint with a minimum increase of \$250.
 - 2. Range Penetration-- Percentage increase is dependent on years in position and proximity of annual salary/annualized hourly wages to grade level midpoint (compa-ratio).

Years in Position (as of 7-1-16)	Compa-ratio	Range Penetration Increase
≥ 2 years and < 5 years	< 90 percent	Minimum \$250, maximum \$4,000
≥ 5 years	< 100 percent	Minimum \$250, maximum \$4,000

- B. Merit increase based upon performance evaluation scores and compa-ratio. Merit matrices/structures will vary based on individual Vice President/executive leader's preference in the allocation of that leader's proportionate share of merit funds.
 - 1. Eligibility for merit increase
 - a. Employed as a full-time, benefits-eligible staff no later than July 1, 2015.
 - b. Completed 2015 Performance Evaluation no later than March 31, 2016, and been in good standing (not under a Written Warning Notice or Final Written Warning Notice) as of July 1, 2016.
- C. Targeted Key Retention based on institutional guidelines as recommended by the appropriated Vice President in consultation with Human Resources

Full-time, Benefit-Eligible Executives

(Excludes the President's salary which is determined by the Board of Regents)

In addition to the \$625 increase to annual salary above, executives may be eligible to receive salary increase through key retention, merit, and market equity adjustment as determined by the President in consultation with Human Resources.

Part-time, Adjunct Faculty

In an effort to bring adjunct faculty pay rates more comparable with regional universities, adjunct pay rates will increase by 2.75 percent (3-contact hour course=\$2,800)

Part-time, Hourly Staff

Hourly staff employed as of June 30, 2016, will receive a 2.5 percent increase to their hourly pay rate. Appropriated hourly budgets will be increased by 2.5 percent to fund this increase.